



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-5
DISTRIBUTION: A, B, C, J

CJCSI 3100.01B
12 December 2008

JOINT STRATEGIC PLANNING SYSTEM

References: See Enclosure G.

1. Purpose. This instruction provides Chairman of the Joint Chiefs of Staff (CJCS) policy and direction on the execution of the Joint Strategic Planning System (JSPS). The JSPS is the primary formal means the Chairman uses to meet his statutory responsibilities.
2. Cancellation. CJCSI 3100.01A, 1 September 1999, is canceled.
3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and combined activities.
4. Policy. Title 10, United States Code, Armed Forces, sections 113(g)(1), 113(g)(2), 151, 153, 161, 163, 165, 166, 181 and Titles 22 and 50 charge the Chairman of the Joint Chiefs of Staff (hereafter referred to as the Chairman) to perform functions in support of his role in providing independent assessments, as principal military advisor to the President, the NSC, HSC, and the Secretary of Defense; and to support his role in providing for unified strategic direction to the Armed Forces.
5. Definitions. See Glossary.
6. Responsibilities. This instruction describes the process governing the JSPS to include the documents and activities that constitute the system. This instruction assigns responsibility for preparing and issuing these documents and conducting those critical activities. They may be augmented by additional detailed instructions.
7. Summary of Changes. This instruction provides a complete revision of JSPS and reflects the Chairman's guidance for the JSPS. The revision provides an integrated assessment, advice, and direction system to better enable the Chairman to assess relevant conditions of the strategic environment, provide

comprehensive military advice, and provide unified direction to the Armed Forces. Changes provide a simplified, more predictable and effective system by which the Chairman works with OSD, Services, combatant commands, and within the interagency while better employing the Joint Staff to meet his statutory responsibilities.

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

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

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink that reads "W. E. Gaskin". The signature is written in a cursive, slightly stylized font.

W. E. GASKIN
Major General, USMC
Vice Director, Joint Staff

Enclosures:

- A -- Introduction
- B -- Chairman's Assessments
- C -- Chairman's Advice
- D -- Chairman's Direction
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LIST OF EFFECTIVE PAGES

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ENCLOSURE A

INTRODUCTION

1. Introduction. The Joint Strategic Planning System (JSPS) is the primary means by which the Chairman of the Joint Chiefs of Staff (CJCS) carries out statutory responsibilities assigned in titles 6, 10, 22 and 50 of the United States Code (USC). The primary roles are to 1) conduct independent assessments; 2) provide independent advice to the President, Secretary of Defense, National Security Council (NSC), and Homeland Security Council (HSC); and 3) assist the President and Secretary of Defense in providing unified strategic direction to the Armed Forces. The JSPS is a system that enables the Chairman to effectively assess, advise, direct, and execute in fulfillment of these statutory responsibilities. The major statutory responsibilities include:

- a. Serving as principal military advisor to the President and the Secretary of Defense (10 USC 151(b)).
- b. Providing assistance to the President and Secretary of Defense on the strategic direction of the Armed Forces (10 USC 153(a)(1)).
- c. Preparing military strategy, strategic plans, joint logistic and mobility plans, and strategic net assessments (10 USC 153(a)(2)).
- d. Providing advice to the Secretary of Defense on the effect that critical force capability deficiencies and strengths will have on accomplishing national security objectives (10 USC 153(a)(3)).
- e. Providing advice on program recommendations and budget proposals to conform to priorities established for the unified and specified combatant commands and in strategic plans (10 USC, Sec 153(a)(4)).
- f. Providing guidance and direction for developing doctrine for the joint employment of the Armed Forces and policies for the joint training and military education and training of the Armed Forces (10 USC 153(a)(5)).
- g. Providing the Chairman's assessment to Congress on the nature and magnitude of the strategic and military risks associated with executing the missions called for under the current National Military Strategy (NMS) (10 USC 153(b)).
- h. Submitting to the congressional defense committees a report on the requirements of the combatant commands (10 USC 153(c)).

- i. Submitting to the House and Senate Armed Services Committees a report containing the results of a comprehensive examination of the NMS (10 USC 153(d)).
- j. Conducting on a quarterly basis a joint readiness review and reviewing on a monthly basis any changes that have been reported in readiness, which includes assessing the capability of the Armed Forces to execute their wartime missions based upon their posture at the time the review is conducted (10 USC 117(d)).
- k. Providing assessment on each Quadrennial Defense Review (QDR), to include an assessment of risk, an assessment of the review, and an assessment of the assignment of roles and missions to the Armed Forces (10 USC 118(e)).
- l. Assisting and advising on the establishment and prescribed force structure for combatant commands. Reviewing at least biennially the missions, responsibilities, and force structure of each and recommending changes (10 USC 161(b)).
- m. Transmitting communications between the President or the Secretary of Defense and the commanders of the combatant commands, as directed (10 USC 163(a)).
- n. Assisting the President and the Secretary of Defense in performing their command function, as directed (10 USC 163(a)).
- o. Overseeing the activities of the combatant commands, as directed by the Secretary of Defense but not including command authority (10 USC 163(b)(1)).
- p. Serving as the spokesman for the commanders of the combatant commands, especially on the operational requirements of their commands (10 USC 163(b)(1)).
- q. Advising and assisting the Secretary of Defense in providing for the administration and support of forces assigned to each combatant command (10 USC 165(a)).
- r. Assisting the Secretary of Defense with funding proposals for the combatant commands (10 USC 166(b)).
- s. Providing funding from the Combatant Commanders Initiatives Fund (CCIF) in accordance with statutory guidelines (10 USC 166a(a) and 166a(b)).
- t. Serving as Chairman of the Joint Requirements Oversight Council (unless delegated to the Vice Chairman of the Joint Chiefs (VCJCS)); identifying and assessing the priority of joint military requirements; considering

alternatives to any acquisition program; and assigning joint priority among existing and future programs meeting valid requirements (10 USC 181).

- u. Serving as principal military advisor to the NSC (10 USC 151(b)).
- v. Serving as principal military advisor to the HSC (10 USC 151(b)).
- w. Performing such other duties as may be prescribed by law, the President, or the Secretary of Defense (10 USC 153(a)(6)).

2. Joint Strategic Planning System. The JSPS provides formal structure to the Chairman's statutory responsibilities and considers the strategic environment and the alignment of ends, ways, means, risk, and risk mitigation over time to provide the best possible assessments, advice, and direction of the Armed Forces in support of senior leaders and processes at the national and Office of the Secretary of Defense (OSD) level. The JSPS aligns with established and emerging OSD and Joint Staff processes and documents.

3. Relationships. Figure 1 depicts critical relationships between formal CJCS activities along with the statutory role they fulfill within the larger national and Department-level processes. The items listed in red are the actual mechanisms or documents that the Chairman uses to fulfill the role. Figure 1 does not depict all interactions and process within the JSPS, nor is it meant to imply a firm sequence of actions.

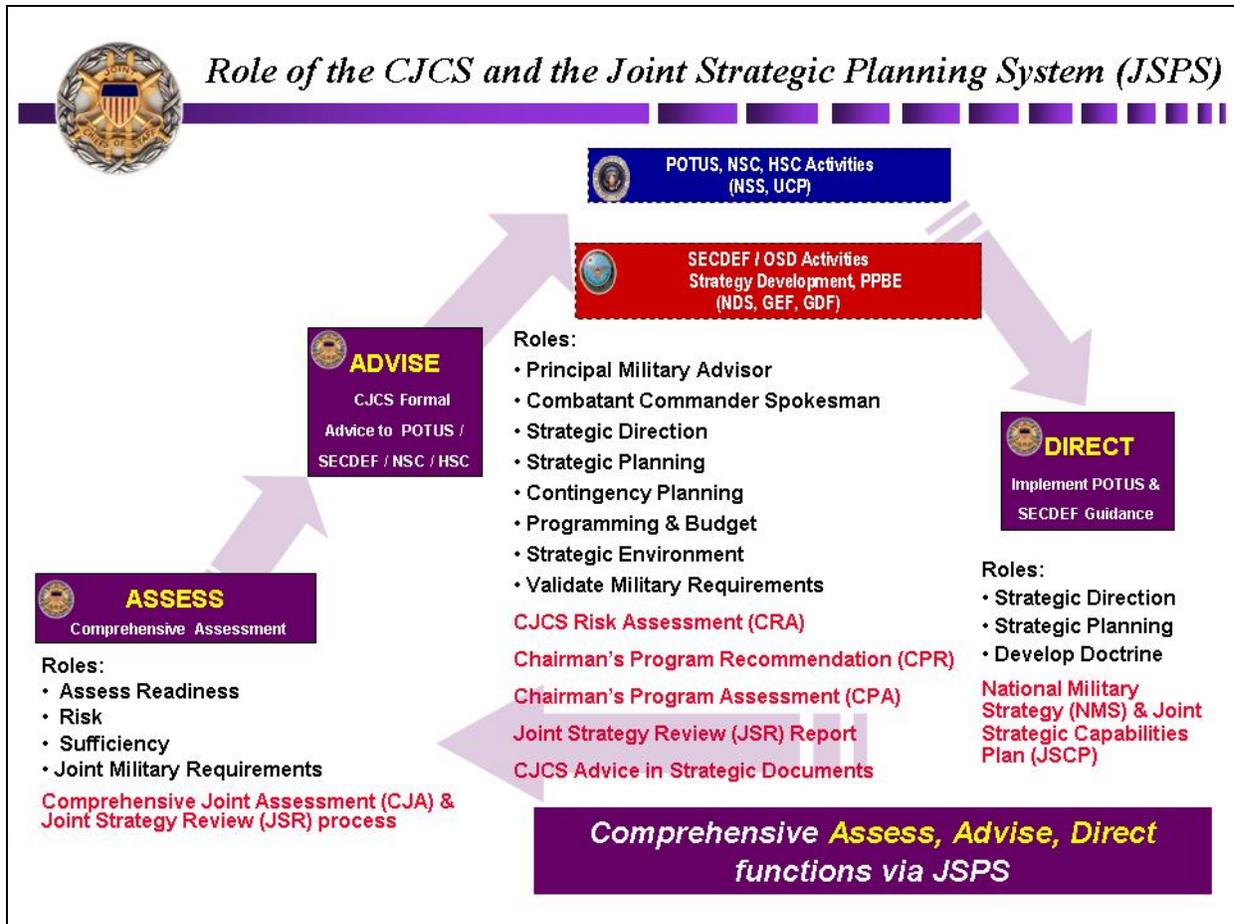


Figure 1: The Joint Strategic Planning System

a. Overview. The JSPS supports the Chairman in the conduct of his responsibilities within the larger cycle of key strategic Department of Defense (DOD) and national activities. Critically, it provides integrated mechanisms for assessment, advice, and direction and enables assessment through ensuring that the Chairman has the most comprehensive picture of the Joint Force and the strategic environment. The JSPS further supports the Chairman in performing his statutory responsibility of providing military and strategic advice to senior leadership. The JSPS also enables the CJCS to assist the President and Secretary of Defense in providing unified strategic direction to the Armed Forces.

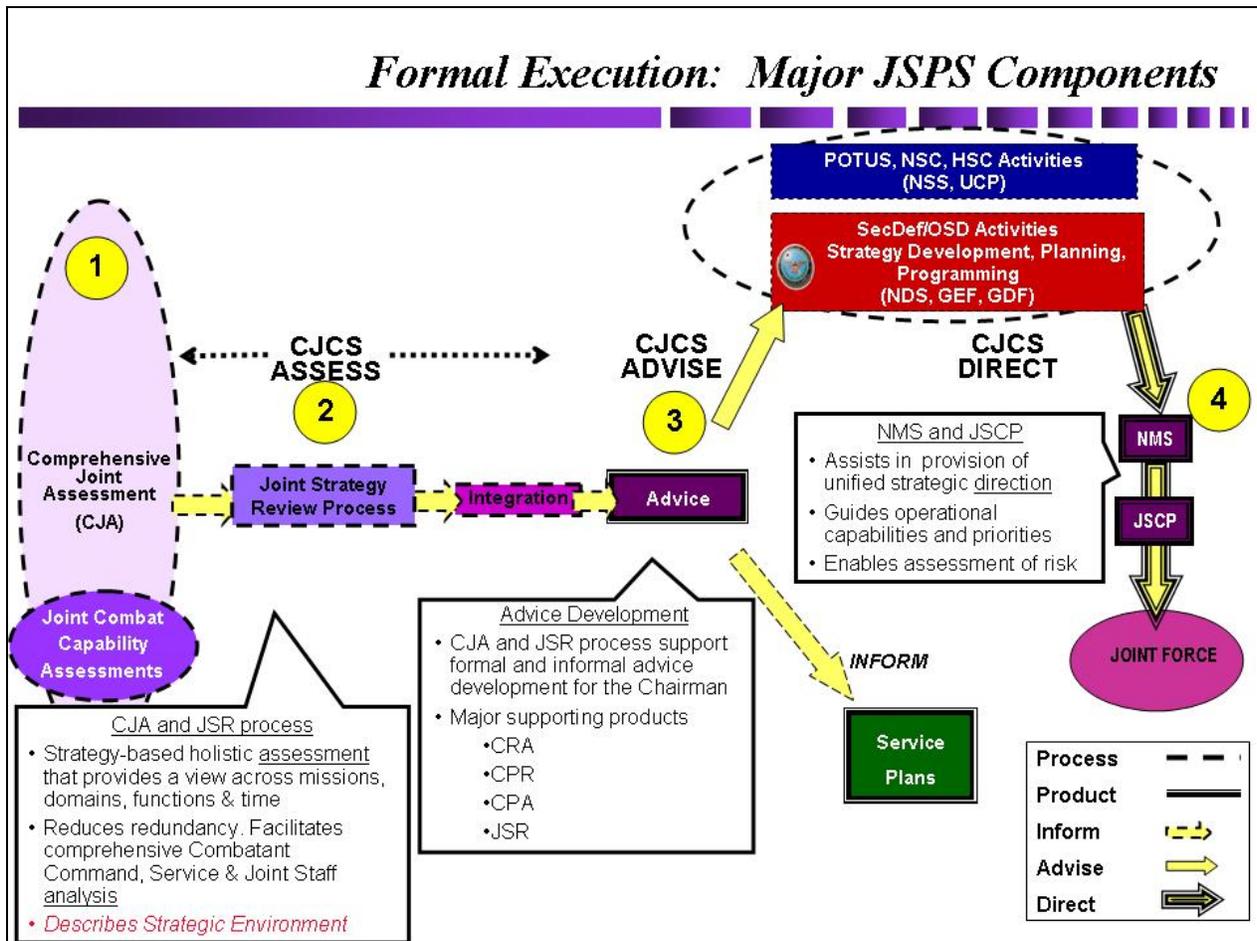


Figure 2: Execution of the Formal JSPS System

b. Services and combatant commands prepare annual assessments for the Chairman that cut across missions, domains, functions, and time. These comprehensive assessments enable the Chairman to meet specified Title 10 responsibilities and provide a strong analytic basis for advice development. The Chairman's independent comprehensive assessment evaluates readiness, risk, and sufficiency, leveraging and linking different processes in order to gain a more comprehensive picture.

c. The Chairman conveys military and strategic advice across missions, domains, functions, and time to inform the development of national security and defense strategy, policy, doctrine, and guidance. This advice is transmitted both formally and informally through various strategic documents, speeches, and discussions with senior leadership.

d. The Chairman implements national and Defense guidance through the issuance of direction for strategy, planning, and doctrine development. The Chairman assists the President and the Secretary of Defense in providing unified strategic direction of the Armed Forces by linking strategic objectives and concepts to the plans, resources, doctrine, and joint activities required to implement them. The NMS and the Joint Strategic Capabilities Plan (JSCP) are the primary strategic documents within the JSPS that the Chairman employs to assist in providing direction to the Armed Forces.

4. JSPS Components. The three major components of the JSPS that address the Chairman's statutory responsibilities are Chairman's Assessments, Chairman's Advice, and Chairman's Direction. Figure 2 depicts the major components of the JSPS but does not reflect all documents and processes associated with the JSPS.

a. The Chairman's Assessments. The Chairman conducts both deliberate and continuous assessments. These assessments include the Comprehensive Joint Assessment (CJA), the Joint Combat Capability Assessment (JCCA), the Joint Strategy Review (JSR) process, the Chairman's Risk Assessment (CRA), the Capabilities Gap Assessment (CGA) process that produces the Chairman's Program Recommendation (CPR), the Chairman's Program Assessment (CPA), plans assessments, and the Global Force Management process to create a common annual review of the strategic environment and friendly/threat capabilities over time. The CRA, CGA, and CPR are components of the JSR process. These processes comprise the Chairman's assessment component of the JSPS.

(1) The Comprehensive Joint Assessment. The CJA is a formal holistic strategic assessment process that provides a common informational baseline and strategic picture. The CJA provides a central unified mechanism for combatant commands and Services to describe the strategic environment, their opportunities, challenges, state of their organization, and overarching requirements. The CJA uses an annual survey and compilation of other assessments to enable integrated analysis to begin on 1 October each year. See Enclosures B and F.

(2) The Joint Strategy Review Process. The JSR process is the synthesis of CJA information and Joint Staff functional estimates that informs the Chairman's advice development and directive activities. The insights gleaned from this estimate process are captured in Joint Staff working papers and in specialized activities. The JSR process is intended to inform advice development, enrich and refine existing products and processes already being done within the J-directorates, and to serve as a reference for follow-on Joint Staff activities. The JSR process informs advice and direction activities for the Chairman. See Enclosures B and F.

(3) The Joint Combat Capability Assessment. The JCCA is a continuous process that relies on information from the Chairman's Readiness System (CRS) and other near-term assessments to provide a clear picture of the Joint Force's ability to execute assigned missions and operational plans. The JCCA enables the Chairman to provide accurate near-term assessments. The Chairman's Readiness System is described in the CJCSI 3401.01 Series. See Enclosures B and F.

b. The Chairman's Advice. The provision of independent military advice is a principal statutory responsibility of the Chairman. This advice provides senior leadership with the foundation they need for the development of strategy, guidance, and policy.

(1) Advice development. The Chairman's advice development process uses the coordinated analysis from the JSR process and other informal processes to develop independent military advice for the President, Secretary of Defense, NSC, and HSC. It also provides the framing for future Joint Staff activities undertaken on behalf of the Chairman in the areas of strategy development, planning, programming, requirements, and risk. See Enclosures C and F.

(2) Chairman's Risk Assessment. Though an assessment report, the CRA provides a means of transmitting formal military advice on the strategic environment and the military activities needed to address it. See Enclosure B.

(3) National Military Strategy. Though primarily a document to transmit direction to the Armed Forces, the NMS provides a means of transmitting the Chairman's formal military advice by providing the Chairman's view of the global strategic environment, the implications of that environment, and ways the military can best accomplish the goals of the NSS and the NDS. See Enclosure D.

(4) The Chairman's Program Recommendation. The CPR provides the Chairman's formal input to the Secretary of Defense with regard to the Department's resource priorities and is the Chairman's personal advice for capabilities and budgeting consideration to the Secretary of Defense. See Enclosures C and F.

(5) The Chairman's Program Assessment. The CPA provides the Chairman's personal assessment of Service and Defense agencies' Program Objective Memorandums (POMs) and Budget Estimate Submissions (BESs) to the Secretary of Defense to influence the Program and Budget Review (PBR).

c. The Chairman's Direction. The Chairman provides strategic direction on behalf of the President and the Secretary of Defense, and assists, as required, with the execution of their command function. The Chairman

formally accomplishes these requirements through issuance of the NMS and the JSCP.

(1) National Military Strategy. The NMS provides both classified and unclassified direction to the Armed Forces in support of the National Security and Defense strategies. Those strategies provide “the what,” and the NMS provides the “how” in aligning ends, ways, means, and risk to accomplish the missions called for in support of U.S. national interests and objectives. See Enclosures D and E.

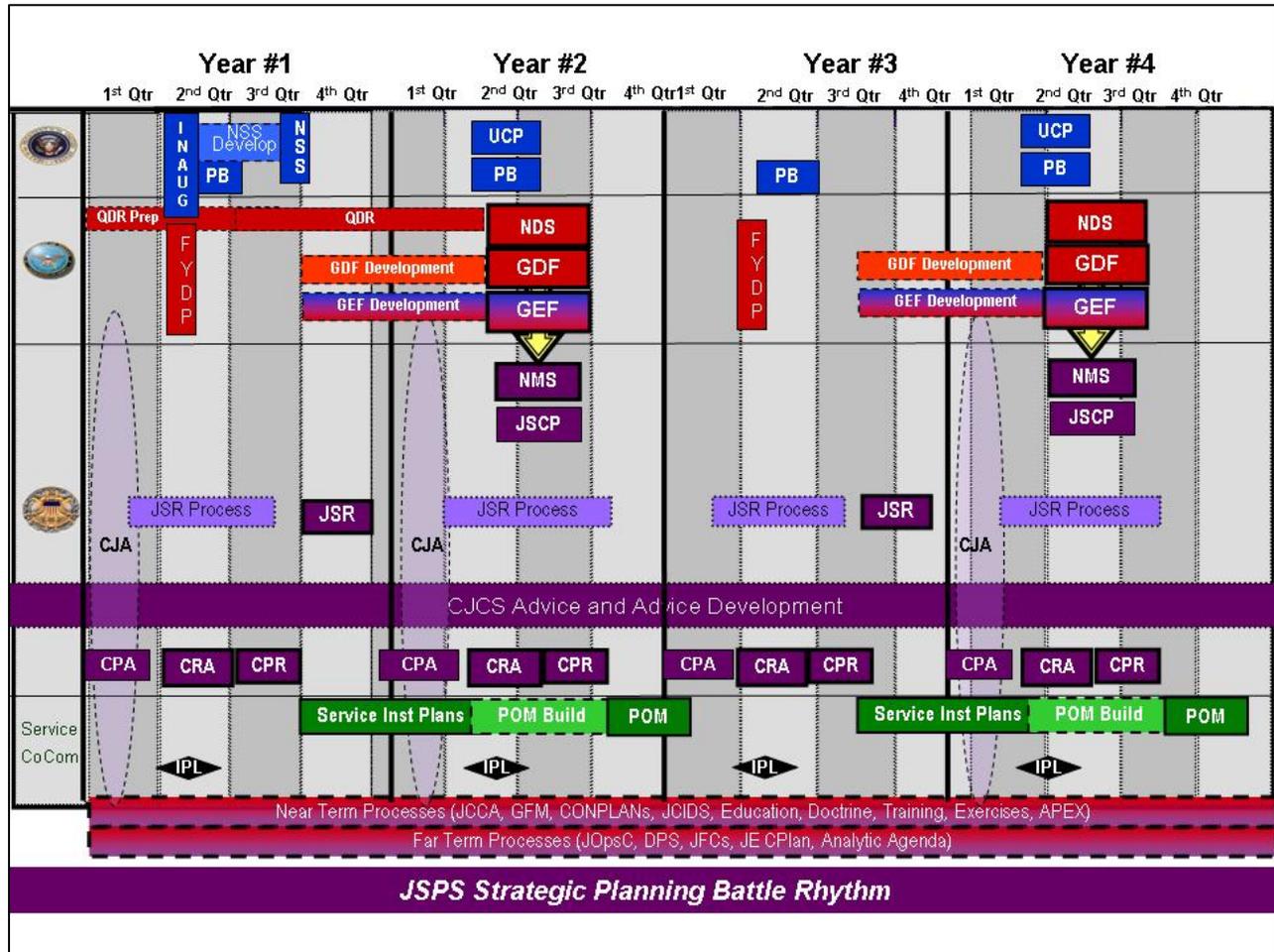


Figure 3: The Joint Strategic Planning System Battle Rhythm

(2) The Joint Strategic Capabilities Plan. The JSCP provides guidance to combatant commanders, Service Chiefs, Combat Support Agency (CSA) directors, applicable Defense agencies, DOD Field Activity directors, and the Chief, National Guard Bureau (NGB) to accomplish tasks and missions based on near-term military capabilities. The JSCP implements campaign, campaign support, contingency, and posture planning guidance reflected in the Guidance

for Employment of the Force (GEF). See CJCSI 3110.01 series and Enclosure E.

5. JSPS Battle Rhythm. The annual JSPS cycle is based on a 4-year battle rhythm. The JSPS components are positioned to best support senior leadership decision making and processes. See Figure 3.

a. During year 1, the President publishes the National Security Strategy (NSS); OSD (supported by the Joint Staff) executes the Quadrennial Defense Review and develops strategic direction documents. During years 1 and 3, or as required, a formal JSR report is prepared and tailored to best inform strategy development, advice development, and direction activities.

b. During years 2 and 4, the bulk of formal strategic guidance is produced to include the Unified Command Plan (UCP) from the President; the National Defense Strategy (NDS), Guidance for the Development of the Force (GDF), and GEF (with presidential approved contingency planning guidance) from the Secretary of Defense; and the NMS and JSCP from the Chairman.

c. The JSPS cycle is repeated annually to support the Chairman's assessment, advice, and direction activities in support of his statutory responsibilities. The cycle begins in June with a data call to combatant commanders and Services for inputs to the CJA due to the Joint Staff by 30 September. The JSR process is conducted from November to April and serves as a bridge between CJA receipt and follow-on advice development and direction activities. A formal JSR report is completed at the end of the JSR process in odd years or as required. The CJA data call instrument is then refined to begin the next cycle.

d. The JSPS is linked to the broader Strategic Planning Process and strategic documents produced by OSD. See Figure 4.

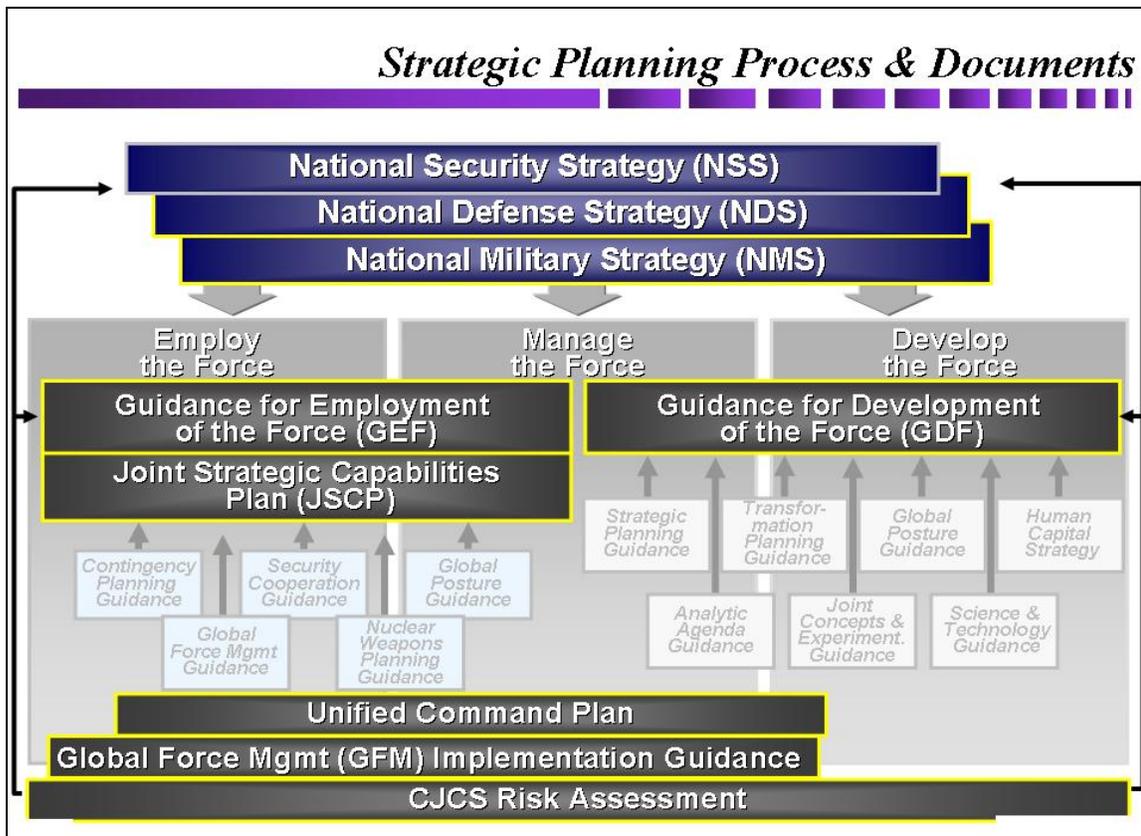


Figure 4: Strategic Planning Process and Documents

e. Execution. After providing direction to the Joint Force, the Chairman implements and monitors that direction. During execution, the JSPS helps the Chairman execute near-, mid-, and far-term processes to employ, manage, and develop the Joint Force. See Enclosure E.

ENCLOSURE B

THE CHAIRMAN'S ASSESSMENTS

1. Purpose. The Chairman's Assessments are one of the major components of the JSPS and formalize both the continuous processes and the more deliberate and comprehensive assessment activities of the JSPS. Assessment consists of acquiring and analyzing relevant data to determine: 1) the nature of the strategic environment; 2) United States' and its allies' ability to operate within and influence that environment; 3) adversaries and potential enemies' ability to do the same; and 4) the risk to the national strategies based upon the first three examined temporally over the near-, mid-, and far-term.

2. Authorities. Title 10, United States Code, Section 153 requires the Chairman to submit to Congress through the Secretary of Defense a report providing an assessment of the nature and magnitude of the strategic and military risks associated with executing the missions called for under the current NMS. In accordance with Title 10, USC, Section 163, the Chairman is required to confer with and obtain information from the combatant commanders, and evaluate and integrate that information into his advice to the President and the Secretary of Defense.

3. Sub-Components. The Chairman's assessments consist of deliberate and continuous assessment processes that provide timely, targeted estimates to inform military and strategic advice.

a. Comprehensive Joint Assessment

(1) The deliberate assessment process within the JSPS is initiated by the CJA. The CJA is intended to reduce redundancy and facilitate integrated and comprehensive combatant command, Service, and Joint Staff analysis. The CJA survey requests comprehensive senior military leader assessments from Service Chiefs and combatant commanders relating to their ability to meet Title 10 and UCP responsibilities and support the NMS within their area of responsibility or functional area. The CJA focuses on qualitative assessments with minimum quantitative inputs. Initial CJA analysis will also be informed by other ongoing assessments such as the JCCA, Operational Availability, Service assessments, and combatant commander assessments. Their assessments enable the Chairman to: 1) formulate military advice to the President and Secretary of Defense on the strategic direction of the Armed Forces; 2) identify accomplishments and analyze and assess the most pressing military issues; 3) reconcile issues and requirements across Services and combatant commands; 4) provide input to key Department processes including strategy development, assignment of roles and missions, force employment, force management, and force development; and 5) develop statutory

congressional reports, including the Biennial Review of the National Military Strategy (NMS) Risk Assessment (often referred to as the CRA).

(2) In June, the DJS, on behalf of the Chairman, requests assessments and other documentation from Services and combatant commands be sent to the Joint Staff by 30 September. This request is made through the Joint Staff tasking vehicle referred to as a Joint Staff Action Processing (JSAP) package. The inputs to the CJA, collected via secure Web portal, reside in a common database that enables the development of a common strategic picture. See Figure 5.

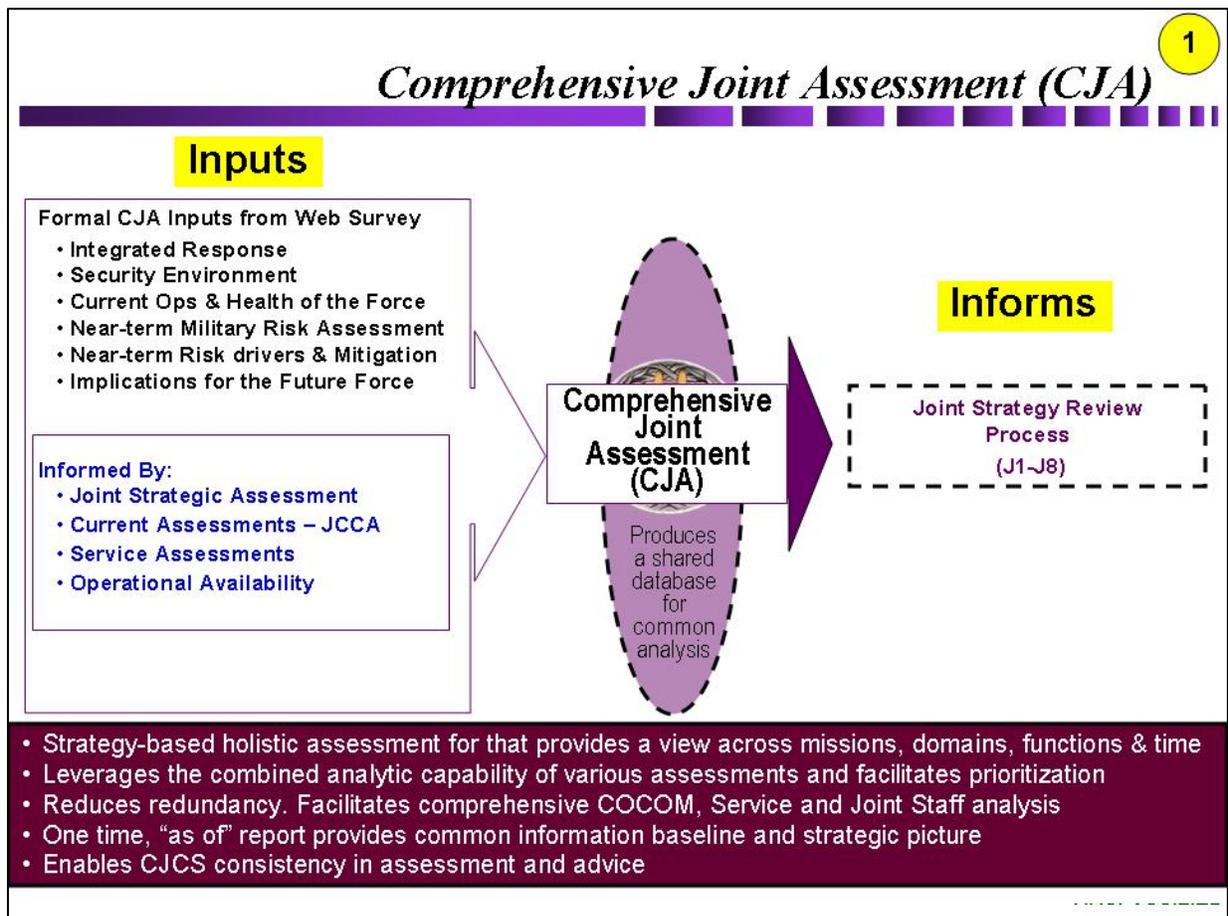


Figure 5: Comprehensive Joint Assessment

(3) The CJA forms the analytic basis for the JSR process and JSR report development. Inputs to the CJA are due by 30 September of each year and will generally cover the areas listed below but will change to meet the intent of the Chairman, addressing emerging assessment requirements, and improving the CJA based on lessons learned from previous assessments. The specific assessment requirements will change annually to further reduce

redundancy and accommodate for changes in strategic guidance.

(4) The CJA database and associated Web portal are maintained by the J-5 Strategy Integration and Analysis Division (SIAD) and will be accessible by all Joint Staff directorates. The database will allow data mining and historical analysis of continuous as well as deliberate Joint Staff, Service, and combatant command assessments. Relevant portions of the CJA data will be shared with OSD to support OSD assessment requirements such as the Campaign Plan assessments.

(5) The CJA survey is designed to facilitate integrated responses and analysis, and reduce duplication of the information requested. The survey is structured to enable Services and combatant commands to leverage information gained from their other ongoing processes. Those processes include the development of Campaign Plans, Counterterrorism (CT), Combating Weapons of Mass Destruction (CWMD), Security Cooperation/Building Partnerships assessments, Global Force Management (GFM), JCCA, Operational Availability studies/other force structure analyses, and program and budget development. Additionally, processes include Lessons Learned (LL), Joint Urgent Operational Needs (JUONs), Joint Concept Development and Experimentation (JCD&E) needs, and doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) Change Recommendations (DCRs). The intent is to identify the most relevant strategic-level data from other ongoing processes and, combined with other information requested in the survey, support the overall senior leader integrated CJA response.

(6) The CJA data, where appropriate, is submitted using the Joint Capability Area (JCA) lexicon/taxonomy. The JCA Management System (JCAMs) provides JCA definitions, applications, and uses.

(7) The CJA survey generally consists of the following separate but interrelated parts.

(a) Part 1: Combatant commander and Service Chief Integrated Response. Requests combatant commander and Service Chief overall assessment of their ability to meet Title 10 and UCP responsibilities and support the NMS within their area of responsibility (AOR)/functional area (FA). Part 1 draws on findings and conclusions from the other parts of the survey.

(b) Part 2: Security Environment. Assessment of the global security environment, how threats and opportunities impact their AOR/FA, potential strategic events that would require a military response, the broad implications for theater and functional area requirements, and how challenges change over time. This part combines an intelligence assessment with the

strategic risk input to support an integrated strategic environment assessment.

(c) Part 3: Current Operations and Health of the Force.

Combatant command and Service assessment of ongoing operations and activities, and Service and U.S. Special Operations Command (USSOCOM) assessment of their institutional ability to generate ready forces over the long term. This section enables respondents to consider how well individual high priority mission areas are being accomplished within the command's overall activities. This section helps identify major issues affecting execution of specific operations and activities from both a global and theater perspective.

(d) Part 4: Near-Term Military Risk Assessment. Detailed

assessment of combatant command and Service ability to respond to potential near-term strategic events identified in Part 2 in addition to current operations. Includes supporting rationale and ongoing and desired risk mitigation.

(e) Part 5: Near-Term Risk Drivers and Mitigation. Identification of

the most critical near-term risk drivers and most important mitigation measures. This includes broad implications for balancing mitigation for near-term and future challenges, associated resource priorities, and implications for force employment and force management guidance.

(f) Part 6: Implications for the Future Force. Service and

combatant command force development priorities for the Future Years Defense Plan (FYDP) and beyond. This section includes required resources, experimentation, concept development, and the implications for force development guidance. Key components include:

1. Planning Input Memorandum. An initial Planning Input Memorandum (PIM) will inform the JSR process. The submission of these top ten capability shortfalls will be in the form of a short memorandum to the Chairman, with copies to the Under Secretary of Defense for Policy, Director of Program Analysis and Evaluation, to the Director for Force Structure, Resources, and Assessment, and to J-5 SIAD. The memorandum's format should align to the non-fiscal portions of an Integrated Priority List (IPL). The actual IPLs are not submitted with the CJA data on 30 September but are submitted at a later date that is specified in the annual CJA submission request notification.

2. Integrated Priority Lists. Submitted annually, IPLs are the combatant commanders' opportunity to identify those capability gaps that introduce a level of risk to their ability to execute the Operational, Contingency, and Campaign Plans that support our National Military Strategy. The input will be used to inform development of Functional Capabilities Board (FCB) planning guidance, inform Capabilities Gap Assessment, and analyze baseline resource priorities for the next IPL submissions, and inform development of the

Chairman's Program Recommendation (CPR).

3. U.S. Joint Forces Command (USJFCOM) Annual Joint Concept Development and Experimentation (JCD&E) Status and Recommendations Report. In accordance with CJCSI 3010.02 series, Joint Operations Concepts Development Process (JOpsC-DP), and Chairman's Guidance for JCD&E, USJFCOM will provide the Chairman the Annual JCD&E Status and Recommendations Report. This report will provide an overview of the activities that occurred over the previous fiscal year, participating organizations, and the results and recommendations from those JCD&E efforts.

4. Combatant commands and Services Joint Experimentation Needs. Joint Experimentation (JE) is an iterative process for assessing the effectiveness of proposed joint warfighting concepts, capabilities, or conditions as well as evaluating a concept's proposed solutions. Annually, USJFCOM requests from the Services, combatant commands, and Defense agencies, their prioritized recommendations for JE for the next 2 years. These recommendations are collected by USJFCOM's Web-based Virtual Operations Center (VOC). JE Needs establish requirements that shape the creation of the JCD&E Campaign Plan and related experimentation activities. Prioritized Joint Experimentation needs will be codified in formal guidance from the Chairman.

5. Joint Operations Concepts (JOpsC) Proposals. JOpsC link strategic guidance to the development and employment of future joint force capabilities and serve as engines for transformation that may ultimately lead to DOTMLPF and policy changes. These proposals are sent to the Joint Staff Operational Plans and Joint Force Development Directorate for review and vetted with the Joint Concept Development Community for recommendation to the DJS for approval. The new concepts approved for development will be codified in formal guidance from the Chairman.

(8) The CJA database is populated upon receipt of the CJA survey data but can be updated as required based on significant changes in the strategic environment that occur outside the normal input periods. The annual CJA is considered complete when the initial report queries are conducted, and the first level of analysis is completed. At this point, the CJA data is used to support and inform the JSR process. As the CJA database matures, additional functionality to include trend analysis of recurrent CJA input will be developed.

b. Campaign Plan Assessments. As theater and functional Campaign Plans are developed and approved as directed by the JSCP and GEF, the Campaign Plan assessments will be incorporated into the CJA. Geographic combatant commands and select functional combatant commands will establish the baseline status of end states, intermediate objectives, and key indicators of progress in their Campaign Plans that can be measured in the

assessments that directly contribute to their GEF-directed end states. Functional combatant commands, Services, and entities that administer global security cooperation initiatives will assess program execution and output as well as execution of campaign support plans. Until campaign plans are mature, Campaign Plan assessments will be incorporated into the CJA survey by focusing on GEF end states as appropriate. This approach leverages the analytic efforts being used to develop these plans as required by GEF and JSCP guidance. After Campaign Plans are in execution, their assessments will compose a large part of the CJA.

c. The Joint Strategy Review Process. The JSR process is designed to provide a comprehensive and cogent analytical framework that enables exploration of areas of interest in depth while supporting preparation of a variety of CJCS products to include strategic documents, directives, instructions, or memoranda. It is the synthesis of CJA information and Joint Staff functional estimates and processes that inform the Chairman's advice development and directive activities. Information provided by the CJA is integrated through the JSR process between November and April of each annual JSPS cycle. The insights from this process are captured in Joint Staff working papers and in specialized activities such as the CRA, CGA process, CPR, JCD&E guidance, Joint Intelligence Estimate (JIE), Joint Logistics Estimate (JLE), and as required, in a JSR report. The JSR is intended to inform advice development, enrich and refine existing products and processes being accomplished within the Joint Staff Directorates (J-Dirs), and serve as a reference for follow-on Joint Staff activities. The CJA data and the JSR process informs CJCS advice and Joint Staff activity provided in the development of key strategic documents, policy, and activities for the Chairman and across the J-directorates. The Joint Staff analysis produces many working papers; some are formalized into finished documents such as the CRA and CPR, and some remain working papers to serve as a reference for follow-on Joint Staff activities.

(1) Components of the JSR Process

(a) Joint Intelligence Estimate. Based on CJA input, the J-2 will consolidate the combatant command/Service intelligence assessments into a global view that is cross-walked with indications and warnings and across regions to create a JIE. The JIE will provide a primarily near-term global view that addresses most likely and most dangerous adversary COAs, while also considering long-term adversary capabilities and emerging challenges in order to inform advice and JSCP development, and become the foundation for the intelligence supplement to the JSCP. The JIE also provides comprehensive regional and functional evaluations of the range of current and potential threats facing U.S. military forces, including potential adversary courses of action.

(b) Joint Strategic Assessment. DIA in collaboration with the JS J2 will produce the Joint Strategic Assessment (JSA). The JSA provides an overview of the strategic environment, which informs the remainder of the assessment process. The JSA addresses the mid- and far-term and provides the strategic environment baseline for the JSR. JSA is produced biennially with an off-year update to coincide with the CJA data calls. The JSA will continue to provide the baseline for the JSR but will also provide the baseline for combatant command and Service regional intelligence assessments submitted with the CJA. The JSA is produced and disseminated in time to inform the combatant commands and Services prior to receipt of the CJA data survey.

(c) The Joint Strategy Review Report. The JSR report is intended to inform CJCS advice to national leadership on the strategic and military implications of the emerging security environment. Coordinated by the J-5 on a biennial basis or as required basis and informed by the latest JSR process, the JSR report provides an assessment of the strategic implications of the strategic environment for national, defense, and military strategies. This assessment drives recommendations for strategic realignments to include adjustments in the management of risk. Though the JSR process is conducted annually following receipt of CJA data, a JSR study to produce a JSR report will normally only be completed during odd years. The formal JSR report can be scoped to focus on specific areas to include NMS preparation, QDR preparation, CRA preparation, strategic environment review, or preparation for transition to a new administration.

(d) Capability Gap Assessment Process. The CGA process conducted by the J-8 directorate identifies critical capability shortfalls.

(e) Joint Concept Development and Experimentation. Conducted by the J-7, and informed by JCD&E campaign assessments, CJA inputs, and complementary analysis, this estimate provides an evaluation of the current and projected status of the Joint Force's progress in these critical areas. Included in the estimate are recommended proposals for JOpsC and recommended priorities and forecasts for JE.

1. JOpsC Concepts. J-7 will vet the proposed concepts to the Joint Concept Steering Group annually in January. Recommendations from this formal group will be presented to the JCD&E Two-Star Executive Council annually in February, endorsed by the DJ-7 and briefed to the DJS for approval.

2. JE Needs. J-7, in collaboration with the JCD&E Development Team will conduct initial analysis of the proposed JE needs/warfighter challenges (WFCs) from combatant commands, Services, and Defense agencies. Analysis will provide a draft list of JE priorities and Lines of

Joint Experimentation (LOJX) that will be vetted by the JCD&E Two-Star Executive Council annually in February and submitted as the Chairman's priorities for Joint Experimentation.

3. JCD&E Status and Recommendations. The J-7 directorate will provide an initial analysis of JFCOM's JCD&E Status and Recommendations Report to other staff members of the Joint Staff. Joint Staff members will use this analysis as a tool in their assessments of IPL, Risk, and Commander Priorities.

(f) Joint Logistics Estimate (JLE). The JLE provides an evaluation on how well the Joint Force can project, support, and sustain itself in the near-, mid-, and far-term, in support of the full range and number of missions called for by the NMS and the JSCP. The JLE is conducted by the J-4 and provides recommended courses of action to improve the Joint Force's ability to logistically meet the current and future demands.

(g) Joint Personnel Estimate (JPE)/Health of Force Metrics. The JPE provides an evaluation on how well the Joint Force develops and employs human capital over time, in support of the full range military operations and missions called for by the NMS and the JSCP. The JPE is conducted by the J-1 and provides recommended courses of action to improve the Joint Force's ability to meet current and future personnel demands.

(h) Chairman's Risk Assessment. The CRA is informed by the full scope of the JSR process, and provides to Congress the Chairman's assessment of the nature and magnitude of strategic and military risk in executing the missions called for in the NMS. By considering the range of operational, future challenges, force management, and institutional factors, the CRA provides a holistic assessment of the ability of the Armed Forces to meet strategic requirements in the near-term. The Chairman submits the CRA to the Secretary of Defense who forwards the report to Congress along with his comments, and, if necessary, a plan for mitigating the risks identified. The Chairman may also include in the report his recommendations for mitigating risk, such as changes in strategy, development of new operational concepts or capabilities, increases in capacity, or adjustments in force posture or employment. The CRA is conducted and prepared by the J-5 and is an element of the JSR process that is formalized beyond Joint Staff Working Papers.

(i) Operational Availability (OA) Studies. While OA Studies are not usually finalized during the JSR process, the Joint Staff uses OA study findings and insights to draw inferences and establish linkages between current operations and the future.

d. Continuous Assessment Process. The continuous assessment process leverages ongoing analytical processes in order to provide the best possible

current picture of the Armed Forces' ability to execute ongoing and required missions in support of the NMS. The intent of the continuous process is to update information obtained as part of the annual process. The continuous process collects information from the Chairman's Readiness System.

(1) Joint Combat Capability Assessment. The JCCA is the near-term analysis of readiness and ability to execute required priority plans. The JCCA provides a common framework for conducting commanders' readiness assessments and enables leadership to gain greater visibility on readiness issues across the unified combatant commands, Services and Combat Support Agencies. The JCCA provides a forum to synchronize staff actions, to quickly generate consensus, and to streamline mitigation solutions for warfighters. The JCCA incorporates unit and mission readiness data provided by reporting organizations to provide comprehensive assessments of their ability to execute the missions called for by the NMS and GEF and to inform Global Force Management (GFM) sourcing decisions and CJCS risk assessments. See CJCSI 3401.01 Series.

(2) The Chairman's Readiness System. The CRS provides a common framework for conducting commanders' readiness assessments and enables leadership to gain greater visibility on readiness issues across the combatant commands, Services and Combat Support Agencies (CSA), synchronize staff actions, gain consensus more quickly, and streamline mitigation solutions to warfighters.

(3) Global Force Management. GFM process provides near-term sourcing solutions while providing the integrating mechanism between force apportionment, allocation, and assignment. It informs DOD's assessment processes by identifying sporadic or persistent unsourced/hard to source (UHTS) forces/capabilities. Based upon information provided through the JCCA, the Global Force Management Board (GFMB) will proactively identify strategic and military risk along with mitigation options.

(a) As the GFM Data initiative, Adaptive Planning initiative, and Department of Defense Readiness Reporting System (DRRS) field usable tools and capabilities, GFM will enable the Military Departments and Joint Chiefs of Staff to better manage force availability.

(b) GFM will also enable the designated Joint Force Providers (JFPs) to monitor force availability over time, identify risks to execute combatant command missions, forecast sourcing challenges to execute contingencies, and project Reserve Component unit mobilization/availability. See the Global Force Management Implementation Guidance (GFMIG) and the current message for Joint Staff Force Sourcing Business Rules and SecDef Orders Book (SDOB) Process.

2. Responsibilities. See Enclosure F.

ENCLOSURE C

CHAIRMAN'S ADVICE

1. Purpose. One of the Chairman's principal statutory responsibilities is to provide military and strategic advice to the President, Secretary of Defense, NSC, and HSC. The purpose of the Chairman's Advice is to satisfy the Chairman's statutory advisory responsibilities as listed in titles 6, 10, 22, and 50 of the United States Code.

a. Providing formal advice enhances the Chairman's ability to assist National Security and National Defense and Interagency leadership and their staffs in the development of National Security and Defense strategies, the development of OSD planning, programming, budgeting documents, and activities, as well as to inform Service Strategic Plans.

b. This formal advice provides the Joint, OSD, Service, NSC, HSC, and Defense agency staffs with a framework and military baseline for strategic policy and guidance. The comprehensive nature of the advice ensures that it maintains currency and relevance to changes in the strategic environment.

2. Authorities. Titles 6, 10, and 50, USC, give statutory responsibility to the Chairman as the principal military advisor to the President, the Secretary of Defense, NSC, and HSC.

3. Sub-components. Major sub-components of the Chairman's Advice include Advice Development, the CRA, the CPR, and the Chairman's Program Assessment (CPA). Other components include any CJCS input into a range of activities to include GFM, NSC and HSC meetings, briefs and discussions with the President and the Secretary of Defense, CJCS working groups and action group, and advice conveyed in strategic documents. See Figure 6.

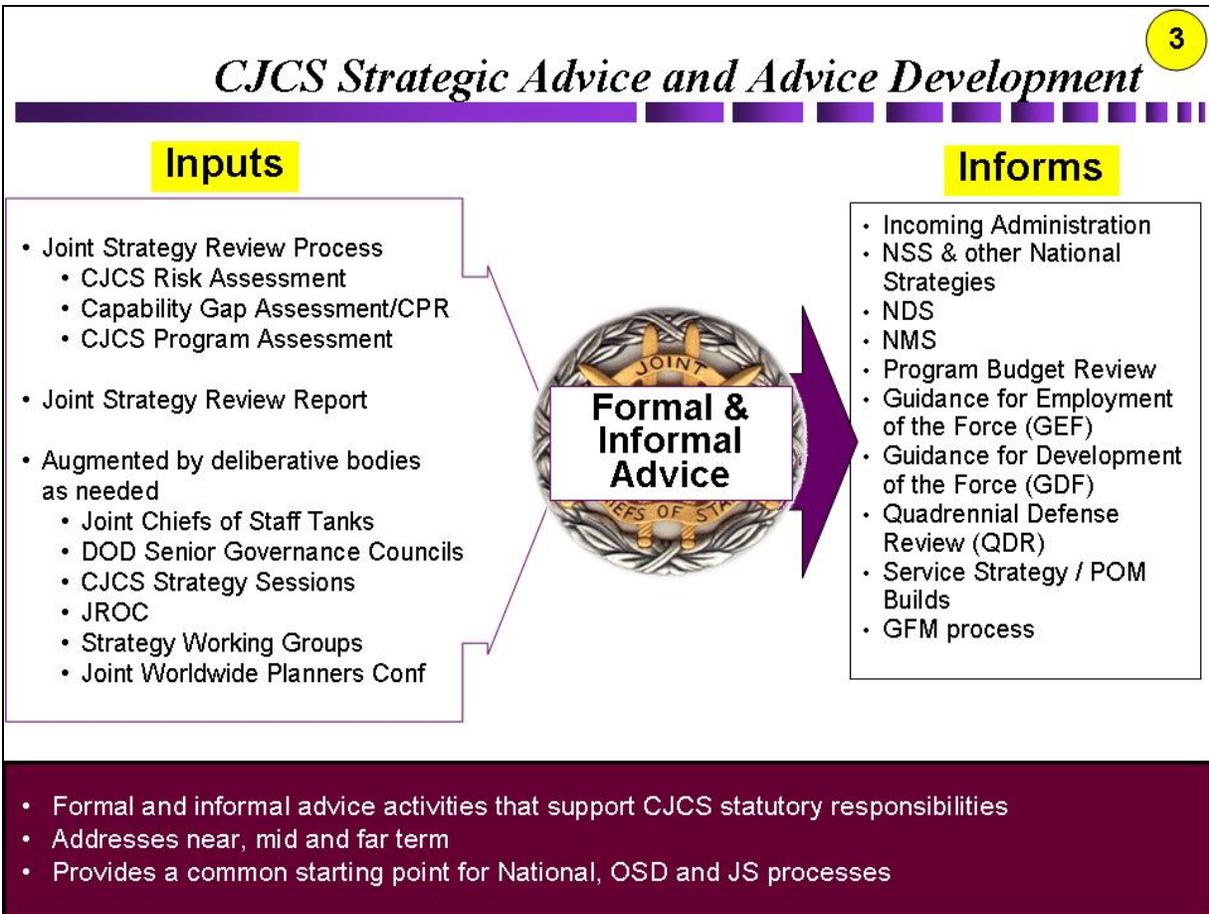


Figure 6. Advice and Advice Development

a. Advice Development

(1) Joint Strategy Review process. The JSR process is coordinated by DJS with J-5 as the office of primary responsibility, during which the assessments collected by the CJA are reviewed and analyzed by the Joint Staff. The JSR process assesses the CJA, JCCA, and other inputs to the assessment process to serve as a reference and inform CJCS advice and direction activities. See Enclosure B.

(2) Process. The Chairman's advice development process uses the information provided through the CJA and the coordinated analysis in the JSR process to inform development of independent military advice to the President, Secretary of Defense, NSC and HSC. This strategic, planning, programming, requirements, and risk advice provides the basis for future Joint Staff activities undertaken on behalf of the Chairman while also providing National and Defense leadership the necessary military basis for the development of strategy, guidance, and policy.

b. Formal Advice. The Chairman's formal advice provides a common starting point and military baseline for national, OSD, and other Joint Staff processes and informs the Services and combatant commands of CJCS assessments and recommendations. The Chairman's advice informs an incoming administration, the NSS, NDS, the Program Budget Review, the GEF, GDF, QDR, and Service strategies. Formal advice components include:

(1) Chairman's Program Recommendation (CPR). The CPR is developed in accordance with CJCSI 3137.01 and provides the Chairman's personal programmatic advice to the Secretary of Defense. The CPR informs the Joint Programming Guidance and influences resource decisions and development of the President's Budget. The CPR influences resource decisions and development of the President's Budget (PRESBUD) and provides critical capability issues for the Secretary of Defense to consider for developing DOD priorities and performance goals in the Joint Programming Guidance (JPG). The CPR is informed by the CGA and is derived from Integrated Priority Lists (IPLs), Readiness Review deficiencies, and Global War on Terrorism (GWOT) assessments. The CPR fulfills a CJCS statutory responsibility to provide advice on requirements, programs, and budget.

(a) The CPR emphasizes specific recommendations that will enhance joint readiness, promote joint doctrine and training, and better satisfy joint warfighting requirements within DOD resource constraints and within acceptable risk levels.

(b) The CPR is developed through the Joint Requirements Oversight Council-Functional Capabilities Board (JROC-FCB) process. Many CPR issues are derived from FCB findings and recommendations that have been vetted through the Joint Capabilities Board (JCB) and the JROC.

(c) The CPR candidate issues are provided to each combatant commander, Service Chief, and Joint Staff J-director for comment. The Chairman considers the comments from these senior leaders as he personally finalizes his memorandum.

(2) Chairman's Program Assessment (CPA). The CPA provides the Chairman's personal assessment of Service and Defense agencies' POMs and Budget Estimate Submissions (BESs) to the Secretary of Defense to influence the Program and Budget Review (PBR). SecDef decisions for POM and BES adjustments are communicated via the Program Decision Memorandums (PDMs) that adjust the POMs and the Program Budget Decisions (PBDs) that adjust the BES. The CPA provides the Chairman's personal assessment and advice on the conformance of Service and agency POMs to the priorities established in strategic guidance, strategic plans, and by combatant commands.

(a) The CPA is prepared and developed through the JROC-FCB process. Using a process similar to the production of the CPR, most CJCS CPA issues are derived from an assessment of Services' POM/BES compliance with Joint Programming Guidance (JPG).

(b) The candidate CPA issues are provided to each combatant commander, Service Chief, and Joint Staff J-director for comment. The Chairman considers the comments from these senior leaders as he personally finalizes this memorandum.

(3) National Military Strategy. Though primarily a document to transmit direction to the Armed Forces, the NMS, and its annexes provide a means of transmitting the Chairman's formal military advice by providing the Chairman's view of the global strategic environment, the implications of that environment, and ways the military can best accomplish the goals of the NSS and the NDS given appropriate national resources and means. See Enclosure D.

(4) Chairman's Risk Assessment. Though an assessment report, the CRA provides a means of transmitting formal military advice. Additionally, the Chairman's input to a risk mitigation report to Congress (when required) is also a means of conveying the Chairman's advice. See Enclosure B.

(5) Chairman's Briefs. The Chairman can present formal advice to the President directly via Tank briefs and discussions throughout the year.

(6) Council Membership. The Chairman or designated deputy can provide formal military advice as part of the NSC and HSC.

(7) Chairman's Formal Correspondence and Guidance Statements. The Chairman may at any time use personal correspondence or formal guidance statements to convey advice to the President, Secretary of Defense, NSC, and HSC in fulfillment of statutory responsibilities.

4. Responsibilities. See Enclosure F.

ENCLOSURE D

CHAIRMAN'S DIRECTION

1. Purpose. The JSPS enables the Chairman to assist the President and the Secretary of Defense in providing unified strategic direction to the Armed Forces, to assist with their command function as required, and to perform those authoritative directive functions with which he is specifically charged by law to include: planning, joint doctrine, education, and training. The Chairman's formal direction function is executed through two primary documents -- the NMS and the JSCP.
2. Authorities. Title 10, USC, Section 153 (a) requires the Chairman to assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces. This section also directs the Chairman to prepare strategic plans, including plans that conform with resource levels projected by the Secretary of Defense to be available for the period of time for which the plans are to be effective. Additionally, the Chairman is charged with developing doctrine for the joint employment of the Armed Forces, formulating policies for the joint training of the Armed Forces, and formulating policies for coordinating the military education and training of members of the Armed Forces. In addition, Title 10, USC, Section 163 (a) directs the Chairman to assist the President and Secretary with execution of the command function.
3. Description. Formal strategic direction is executed on a biennial basis, usually finalized in year two and year four of an administration. The JSPS and its components are sequenced and timed to best support senior leadership decision making and the formulation of key strategic-level security documents. The development of strategic direction begins with the issuance of advice from the Chairman. In order to assist in the development of National and Defense-level security related guidance, policy, and strategy, the Chairman's advice informs National Security and Defense teams each year and provides the military baseline for staff interaction and development of critical work such as the NSS and QDR. The Joint Staff uses the experience gained through the Assessment and Advice Development phases to develop an NMS and JSCP with the National Security and Defense strategists that will complement the current or emerging NSS, NDS, and GEF.
4. Collaborative Development. In order to effectively produce consistent strategic documents, extensive coordination and collaboration is necessary throughout the entire process. This combined and collaborative effort produces the following critical products: the Unified Command Plan; the National Defense Documents addressing Strategy, Force Development, and Force Planning; the NMS; and the JSCP.

a. Products. The Chairman's role in assisting in the direction of the Armed Forces extends to many documents and processes. Major direction documents personally signed by the Chairman include the NMS and JSCP. In addition to these strategic documents, the Chairman also issues many CJCS instructions (CJCSIs) and memoranda. Other direction documents in which the Chairman provides advice and recommendations include the NSS, NDS, GDF, GEF, UCP, Quadrennial Roles and Missions (QRM) Reviews, and Quadrennial Defense Reviews (QDRs).

b. National Military Strategy

(1) Purpose. The purpose of the NMS is to prioritize and focus the efforts of the Armed Forces of the United States while conveying the Chairman's advice with regard to the security environment and the necessary military actions to protect vital U.S. interests. Derived from the NSS and NDS, the NMS provides military ends, ways, and means that inform the guidance that the combatant commanders use in the employment of the Joint Force to protect vital U.S. interests and the Service Chiefs use in the development of Joint Force capabilities.

(2) Scope

(a) Strategic direction. The NMS provides combatant commanders and Service Chiefs military objectives, or ends, derived from National security and Defense strategy objectives. The NMS further develops specific military ways and provides military means necessary to meet national security objectives for optimal operational effectiveness and organizational efficiency of the Joint Force.

(b) Strategic advice. The NMS provides national leaders the Chairman's view of the global strategic environment, the implications of that environment, and ways the military can best accomplish the goals of the NSS and the NDS given appropriate national resources and means.

(c) Strategic communication. The NMS articulates the Joint Force resolve to defend the American people and vital national interests while achieving national and Defense policy objectives.

(3) Components and Guidance. The NMS will be produced at the direction of the Chairman, and address the strategic environment, ends, ways, means, and classified annexes as appropriate. The Chairman's Risk Assessment (odd years) and Bi-annual Review of the National Military Strategy and Risk Assessment (even years) shall be based upon the ends described in the NMS. See Figure 7.



Figure 7: National Military Strategy

c. Joint Strategic Capabilities Plan

(1) Purpose. The JSCP provides guidance to accomplish tasks and missions based on near-term military capabilities to combatant commanders, Service Chiefs, combat support agency (CSA) directors, applicable Defense agency and DOD Field Activities directors, and the Chief, National Guard Bureau (NGB). The JSCP implements campaign, campaign support, contingency, and posture planning guidance reflected in the GEF.

(2) Scope. The JSCP supports and implements the objectives of the NSS, the NDS, and the NMS through resultant combatant command campaign, campaign support, posture, and contingency plans. It also serves as a coherent framework for providing military advice to the President and the Secretary of Defense and follows, implements, and augments presidential and SecDef guidance forwarded in the GEF, UCP, and Global Force Management Implementation Guidance (GFMIG). The GFMIG aligns the assignment, allocation, and apportionment processes to support more proactive, risk-informed force management decisions. The Chairman supports the GFM

process by establishing the force apportionment construct in the JSCP. To provide a comprehensive view of the GFM process, the detailed apportionment tables are maintained in the GFMIG. Figure 8 depicts how the JSCP fits in the direction component of JSPS, and Figure 9 depicts the GEF/JSCP relationship.

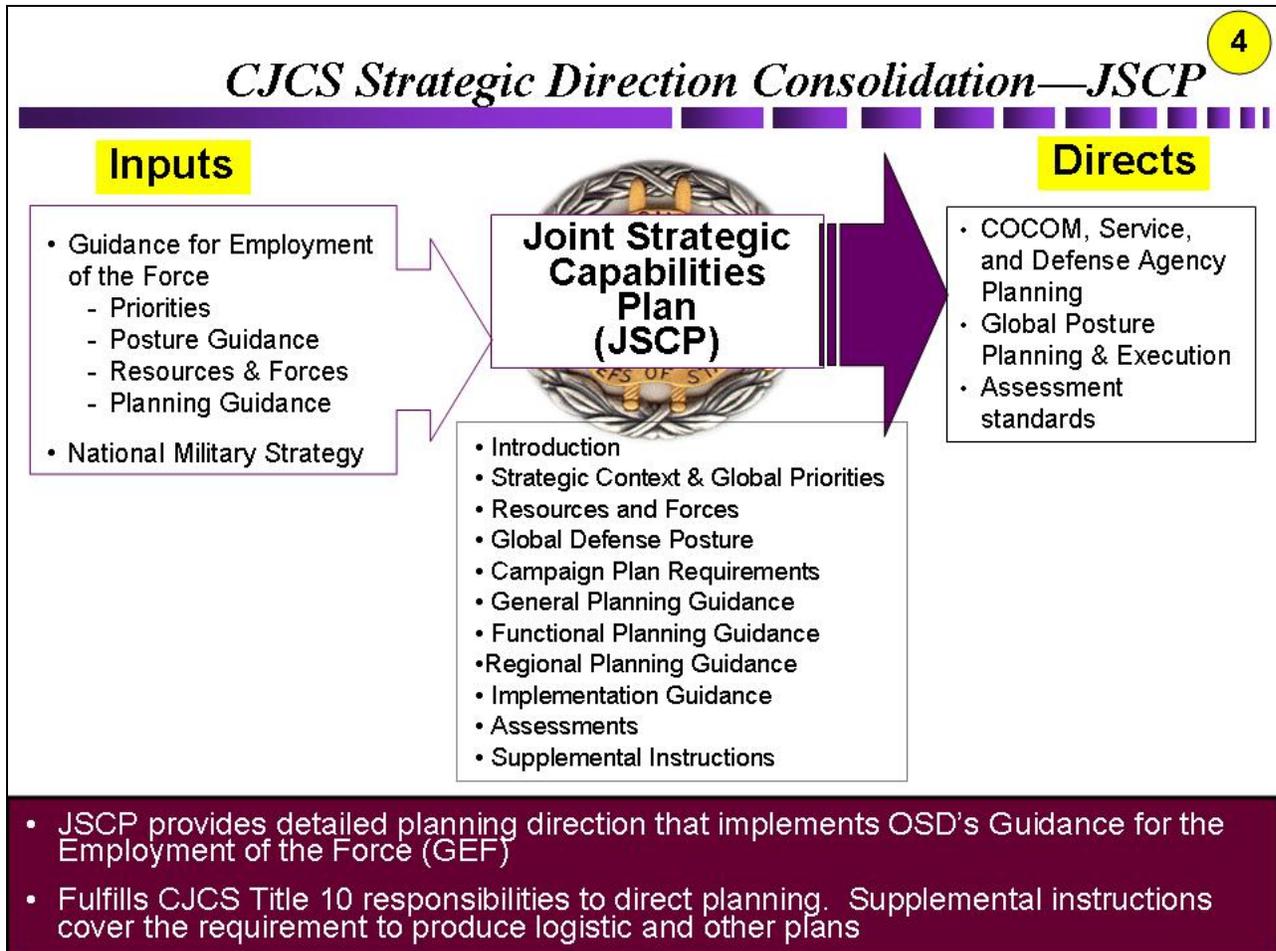


Figure 8: Joint Strategic Capabilities Plan

(3) Components and Guidance. The JSCP is a single instruction that:

(a) Provides strategic planning direction for campaign, campaign support, contingency, and posture plans to be developed following JSCP distribution.

(b) Details planning guidance, force apportionment guidance, assumptions, and tasks.

(c) Tasks the combatant commanders to prepare campaign, campaign support, contingency, and posture plans and apply security cooperation guidance.

(d) Establishes synchronizing, supported, and supporting relationships.

(e) Supplemental instructions are published separately from the JSCP and provide further planning guidance in specified functional areas. The supplemental instructions are:

1. CJCSI 3110.01-1 (Top Secret Supplement to the JSCP)
2. CJCSI 3110.02 (Intelligence Planning Guidance, Objectives, and Tasks)
3. CJCSI 3110.03 (Logistics)
4. CJCSI 3110.04 (Nuclear)
5. CJCSI 3110.05 (Joint Psychological Operations)
6. CJCSI 3110.06 (Special Operations)
7. CJCSI 3110.07 (Guidance Concerning Chemical, Biological, Radiological, and Nuclear Defense and Employment of Riot-Control Agents and Herbicides)
8. CJCSI 3110.08 (Geospatial Information and Services)
9. CJCSI 3110.10 (Command, Control, Communications, and Computer (C4) Systems)
10. CJCSI 3110.11 (Mobility)
11. CJCSI 3110.12 (Civil Affairs)
12. CJCSI 3110.13 (Mobilization)
13. CJCSI 3110.15 (Special Technical Operations)
14. CJCSI 3110.16 (Military Capabilities, Assets, and Units for Chemical, Biological, Radiological, Nuclear, and High Yield Explosive Consequence Management Operations)

d. Doctrine. See CJCSI 5120.02 series.

e. Training. See CJCSI 3500.01 series.

- f. Education. See CJCSI 1800.01 series.
 - g. Concepts and Experimentation. See CJCSI 3010.02 series.
6. Responsibilities. See Enclosure F.



Figure 9: GEF/JSCP Relationship

ENCLOSURE E

EXECUTION

1. Purpose. To describe the wide range of activities that the Chairman either executes or assists in executing.

2. Authorities. Title 10, USC, Section 153 (a) requires the Chairman to assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces. In addition, Section 163(a) requires him to assist the President and Secretary of Defense with the command function.

3. Components. The Chairman executes activities in the following areas: the Planning, Programming, Budgeting and Execution (PPBE) System; joint operation planning and execution; capabilities planning and development; exercises and specified funding; joint concept development, experimentation, and doctrine; intelligence; and participation in senior national and Departmental governance councils.

a. Joint Operation Planning and Execution System (JOPES). JOPES is an overarching and comprehensive process encompassing the full spectrum of processes, procedures, and actions supporting every facet of the planning, decision-making, and execution continuum. The JOPES process applies to the development and implementation of operation plans and orders prepared in response to the President, Secretary of Defense, or Chairman and specifies the policies, procedures, and format to be used to develop and execute plans. JOPES includes sub-processes for mobilization, deployment, employment, sustainment, redeployment, and demobilization. See CJCSM 3122.01 and 3122.03 series.

b. Adaptive Planning and Execution (APEX). Department level system encompassing policy, process, procedures and supported by communication and information technology being developed by OSD and the joint planning and execution community to plan, monitor and execute Joint Operations. Adaptive planning will replace JOPES in the future.

c. Planning, Programming, Budgeting, and Execution (PPBE) Process. The Chairman, combatant commands, Services, and Joint Staff execute a wide range of activities within the PPBE. See CJCSI 8501.01 series.

d. Capabilities Development and Resourcing. The Chairman executes several activities within this area. The Chairman uses the JROC as an advisory council to help fulfill Title 10 responsibility to provide advice to the Secretary of Defense on requirements prioritization and the conformity of

programs and budgets to priorities established both in strategic plans and those identified by the combatant commands. The Chairman executes the Joint Capabilities and Integration Development System (JCIDS) process to validate and prioritize requirements.

(1) The Joint Requirements Oversight Council. The JROC advises the Chairman regarding requirements, programs, and budgets via the programmatic processes and the requirements generation system. See CJCSI 3180.01 series.

(2) Joint Capabilities and Integration Development System (JCIDS). The JCIDS process was created to support the JROC to validate and prioritize joint warfighting requirements. JCIDS is also a key supporting process for DOD acquisition and PPBE processes. See CJCSI 3170.01 series.

e. Joint Concepts, Experimentation, Doctrine, Training, Exercises, and Education. The Chairman executes a number of activities to improve the current Joint Force and develop the future Joint Force.

(1) Joint Operations Concepts (JOpsC) Development Process. The JOpsC family consists of a Capstone Concept for Joint Operations (CCJO), Joint Operating Concepts (JOCs), Joint Functional Concepts (JFCs), and Joint Integrating Concepts (JICs). They identify military problems and propose approaches for innovative ways to conduct operations, going beyond merely improving the ability to execute missions under existing standards of performance. The JOpsC family covers a period beyond the Future Years Defense Program (FYDP) and looks 8 to 20 years into the future. The NMS and GDF provide top-level strategic guidance for JOpsC development and are the impetus for deriving military capabilities needed to shape the future joint force. See CJCSI 3010.02 Series.

(a) Through the CJA, a data call is announced to the Services and combatant commands for new concepts. Joint Staff Operational Plans and Joint Force Development Directorate (J-7) is responsible for collecting all proposals. During the JSR process, the J-7 vets these proposals with the Joint Concept Community via the bi-annual Joint Concept Steering Group (JCSG) Conference. JCSG recommendations are formally vetted at the General Officer/Flag Officer-level via JSAP and are briefed at the Two-Star executive Council meeting annually in February. Final recommendations will be reviewed and endorsed by the DJ-7 and briefed to the DJS for approval.

(b) Once concepts are approved for development, the DJS publishes a memorandum (DJSM) to direct initiation of the concept development effort, identify concept authors, and provide additional guidance as necessary. The concepts approved for development will inform the

Chairman's direction for future capabilities development expressed through his formal guidance.

(2) Joint Experimentation. Insights gained from Joint Experimentation (JE) are a critical component of transformation and support the delivery of improved warfighting capabilities to the Joint Warfighter. US Joint Forces Command (USJFCOM) is the DOD Executive Agent for JCD&E.

(a) JE Needs. During the CJA, the Services and combatant commands submit Joint Experimentation Needs via USJFCOM's Web portal. These needs will be reviewed, prioritized, and presented to the JCD&E Enterprise Community Planners and two-star members for their review and approval. The Joint Staff uses the approved recommendations during the JSR process and develops formal guidance for the Chairman's approval.

(b) JCD&E Status and Recommendations Report. This USJFCOM-developed report provides actionable recommendations that improve joint force capabilities, provide relevant feedback to concept developers for follow-on joint concept development and revision and addresses transformational issues for consideration by the JCS and the JROC for joint force capabilities development. This report encapsulates all Service, combatant command, and defense agency JCD&E enterprise activities that inform and assist the Joint Staff during the JSR process.

(3) Joint Doctrine. The Chairman has overall responsibility for developing doctrine for the joint employment of the Armed Forces. The Chairman will approve all Joint Publications and any modifications to development procedures, in coordination with the other members of the Joint Chiefs of Staff and the combatant commanders. The Director, J-7 is responsible to the Chairman for the content of joint publications and for managing the joint doctrine development process as described in the CJCSI 5120 series. The Joint Staff J-7 will advise the Chairman on all policy and guidance concerning the joint doctrine development process.

(4) Joint Training & Exercises. The Chairman oversees joint training and a CJCS Exercise Program to improve the capability of the Joint Force. See CJCS 3500.01 series.

(5) Joint Education. Joint education both informs and is informed by the processes.

f. Other execution processes. The JSPS is supported by other execution processes to include some that the Chairman funds that are tailored programs to increase the capability and flexibility of combatant commands to address security challenges. These processes include:

(1) Combatant Commander Initiatives Fund (CCIF). See CJCSI 7401.01 series.

(2) Combatant Commander Command and Control Initiatives Program (CCIP). See CJCSI 7401.02 series.

(3) CJCS Exercise Transportation Program Funding. See CJCSI 3511.01 series.

(4) Counterterrorism Readiness Initiative Fund. See CJCSI 5261.01 series.

(5) Joint Intelligence Efforts. Quality intelligence must precede execution of operations and not only support the current phase of the operation but also simultaneously lay the informational groundwork required for subsequent phases. For relationship of Intelligence Guidance, Tasks, and Objectives to the JSCP, see CJCSI 3110.02 series.

(6) Joint Interaction with DOD Senior Governance Councils. The Chairman's responsibilities require extensive JCS and Joint Staff participation in civilian-military governance bodies to include the Defense Senior Leadership Conference (DSLCC), the Senior Leader Review Group (SLRG), and Deputy's Advisory Working Group (DAWG). For organization, membership, policy, and responsibilities concerning these bodies, see DODD 5105.79.

ENCLOSURE F

MANAGEMENT AND RESPONSIBILITIES

1. Purpose. The JSPS integrates formal, deliberate, and recurring systems that rely on anticipatory and adaptive near-, mid-, and far-term sub-processes. Linkages and relevance must be maintained if continuous process and product improvement are to be achieved in a dynamic environment.

2. Authorities. The JSPS is the formal system that supports the Chairman's statutory responsibilities. The major outputs of the JSPS including NMS, JSCP, CRA, CPR, and CPA will be issued under the Chairman's aegis. The Chairman delegates to the Director of the Joint Staff the task of running the JSPS. The Director of the Joint Staff will oversee the execution and management of the JSPS.

3. Oversight. Management of the JSPS occurs at three levels.

a. JSPS Senior Steering Group (JSSG). Chaired by the DJS and comprised of the J-directors, the JSSG administers the JSPS on behalf of the Chairman and coordinates the CJA and the JSR process through the Joint Staff. The JSSG will approve recommendations from the JSPS Oversight Board, review key decisions, and ensure execution of critical components of the JSPS. The JSSG will meet as required.

b. The JSPS Oversight Board (JOB). The JOB is an O-6 body with representation from each Joint Staff directorate, Legal Counsel, and Legislative Affairs and is chaired by an O-6 from the J-5 Strategy Development Division. The JOB will also maintain liaison with OSD counterparts to maintain alignment with the JSPS and other OSD processes. As necessary, directorates will have functional leads assigned by the DJS for the areas of assess, advise, direct, and execute who will monitor the processes within their area and report issues to the JOB. The JOB will work issues such as refinements to the processes and products and forward them to the DJS for approval or to the JSSG for further deliberation. The JOB meets quarterly or as required to resolve any developing issue and provide updates to the DJS.

c. JSPS Working Group (JWG). The JSPS Working Group consists of representation from each J-directorate and provides Action Officer (AO) level coordination and meets monthly or as required. Annually upon completion of the CJA and JSR process, J-5 SIAD, in close coordination with the JWG, will examine the strengths and weaknesses of the last CJA to determine what improvements should be made to the JSPS for the next JSPS cycle. The J-5 DDS&P Strategy Division is the Joint Staff lead for the JWG, and all J-directorates will participate in the JWG.

4. Responsibilities

a. DJS. The DJS executes and manages the entire JSPS on behalf of the Chairman.

b. Directorate of Management (DOM)

(1) Through the Office of the Chief Information Officer (OCIO), provides Information Technology (IT) support to the J-5 for the acquisition, development, and administration of those IT tools required for data collection, organization, storage, and extraction to support the CJA.

(2) Leads the Corporate Support and Management FCB.

c. Joint Staff. Per paragraph 3 above.

d. Joint Requirements Oversight Council

(1) Assess

(a) See CJCSI 5123.01 series, "Charter of the Joint Requirements Oversight Council," and CJCSI 3137.01 series, "The Functional Capabilities Board Process."

(2) Advise

(a) Assist the Chairman in identifying and assessing the priority of joint military capabilities (including existing systems and equipment) to meet the national military and defense strategies.

(b) Assist the Chairman in considering alternatives to any acquisition program that has been identified to meet military capabilities by evaluating the cost, schedule, and performance criteria of the program and of the identified alternatives.

(c) Assist the Chairman in assigning joint priority among existing and future programs meeting valid capabilities and ensure that the assignment of such priorities conform to and reflect resource levels projected by the Secretary of Defense through the Joint Programming Guidance (JPG).

(d) See Enclosure G.

(3) Direct

(a) Direct through JROC memorandums (JROCMs).

e. Combatant Commands

(1) Assess

(a) Provide information as requested to support the CJA.

(b) Provide assessments and updated information as requested to support advice development and to the Joint Staff J-5 for development of the CRA and to support the JSR process.

(c) Report readiness via the JFRR and DRRS processes as inputs to the JCCA process.

(d) Provide assessments and updated information as requested to the Joint Staff J-8 for development of the CPR and CPA.

(e) Provide assessments of capability gaps and excesses, policy and planning issue documents, as requested by the Chairman to the Joint Staff and participate in the CGA process.

(f) Provide JCIDS and acquisition analysis results to the FCBs in support of joint review of combatant command capability requirements documents then to the JROC for approval.

(2) Advise

(a) Develop and provide capability requirements documents as required in CJCSI 3170.01 to the JROC gatekeeper.

(b) Provide annual JE needs in support of the CJA.

(c) Provide recommended prioritization for joint experimentation activities to the JCD&E Enterprise Community for support and execution within the JCD&E Campaign Plan.

(d) Provide JOpsC proposals for development in support of the CJA. Develop approved concepts as assigned. Oversee the development, execution, and results of joint experimentation on the assigned concept.

(e) As applicable, provide Joint Science and Technology (S&T) recommendations for the development of the Defense Technology Area Plan and Joint Warfighting Science and Technology Plan.

(3) Direct

(a) Implement the JSCP and other orders as directed and transmitted on behalf of the President or the Secretary of Defense.

(b) Implement direction included with CJCS funding of special programs – Counterterrorism Readiness Initiative, CJCS Exercise Fund, etc.

(c) Implement procedures or policies as described in CJCSIs and CJCSMs.

(4) Execute

(a) Develop and execute the JCD&E Campaign Plan in collaboration with the other combatant commanders, Services, and Defense agencies. Provide representatives to participate in FCBs and other JROC forums.

(b) Conduct Joint Experimentation and provide Joint Experimentation results and recommendations for enhancing capabilities and closing capability gaps in joint warfighting.

f. United States Joint Forces Command

(1) Assess

(a) Conduct initial analysis on Joint Experimentation Needs/WFCs collected in support of the CJA. Develop potential Lines of Joint Experimentation (LOJX) based on initial analysis.

(2) Advise

(a) Develop a JCD&E Campaign Plan in collaboration with Services and combatant commands based on strategic guidance priorities and the JOpsC family of concepts. Commander, USJFCOM signs the Campaign Plan and forwards it to the Chairman.

(b) Provide a prioritized set of Joint Experimentation needs to the Joint Staff for use during their Joint Strategic Review. Provide LOJX to the Joint Staff for inclusion in formal guidance from the Chairman.

(3) Execute

(a) Synchronize Service and combatant commander JE activities with the JE community through the development and execution of the JCD&E Campaign Plan.

(b) DOD Executive Agent for JCD&E, including planning, designing, preparing, and assessing a program of joint warfighting experimentation in coordination with the Services, other combatant commands, and Defense agencies, as appropriate.

(c) Prepare Annual JCD&E Status and Recommendations Report in support of the CJA. Presents briefing to JROC.

(d) Submit the Annual Report to the Congress on Joint Warfighting Experimentation through the Chairman and the Secretary of Defense.

g. Services

(1) Assess

(a) Provide information as requested to support the CJA.

(b) Participate in the Capabilities Gap Assessment (CGA) process.

(c) Provide JCIDS and acquisition analysis results to the FCBs in support of joint review of Service requirements documents then to the JROC for approval.

(2) Advise

(a) Develop and provide requirements documents to the JROC Gatekeeper as required in CJCSI 3170.01.

(b) Provide annual JE needs in support of the CJA.

(c) Provide recommended prioritization for joint experimentation activities to the JCD&E Enterprise Community for support and execution within the JCD&E Campaign Plan.

(d) Provide JOpsC proposals for development in support of the CJA. Develop approved concepts as assigned. Oversee the development, execution, and results of joint experimentation on the assigned concept.

(e) As applicable, provide Joint Science and Technology (S&T) recommendations for the development of the Defense Technology Area Plan and Joint Warfighting Science and Technology Plan.

(3) Direct

(a) Implement direction included within CJCS funding of special programs -- Counterterrorism Readiness Initiative, CJCS Exercise Fund, etc.

(b) Implement procedures or policies as described in CJCSIs and CJCSMs.

(4) Execute

(a) Leverage JE activities in support of Service Experimentation events through the development and execution of the JCD&E Campaign Plan.

h. J-1

(1) Assess

(a) Develop and provide an informal Joint Staff Working Paper based upon the Service Chief and combatant commander assessment inputs into the CJA to the JSR process.

(b) Support the JSR process by providing an ongoing assessment of Force Management identified manpower and management issues. Evaluate manpower and personnel related issues addressing joint force management.

(c) Support the Force Support (FS) FCB to provide human capital management, policy and doctrinal support of Force Management Guidance.

(d) Support the evaluation of manpower metrics to include all aspects of wellness of the force. Metrics may include all aspects of force management, to specifically include: retention, recruitment (quality and quantity), advancement, education throughput, and personnel inventory management.

(e) Develop supporting manpower doctrine and policy necessary for Service personnel resource optimization.

(f) Provide assessment of the prioritization of all Joint Manning Documents (JMDs) for future years GFM Allocation Plan sourcing efforts. This assessment matches Joint Task Force JMD Prioritization with the strategic guidance provided in the GEF.

(2) Advise

(a) Participate in JSR process by producing an informal Joint Staff Working Paper on GFM oversight with regards to policy, guidance, and manpower management.

(b) Provide updated information as requested to the Joint Staff J-8 for development of the CPR, CPA, and the GDF.

(c) Provide updated information on the QDR.

(d) Advise Chairman on recommended changes to the Joint Task Force JMD Prioritization based on annual assessment. Prioritization will be accomplished to meet annual Global Force Management timelines.

(3) Direct

(a) Formulate joint personnel policy and doctrine relating to GFM.

(b) Coordinate the GFM implementation of manpower staffing and sourcing direction to support combatant commander requested personnel in accordance with the UCP.

(c) Coordinate Service sourcing of validated combatant commander manpower end-strength to meet all permanent and temporary command and control headquarter functions.

(4) Execute

(a) Participate in the GFM process.

(b) Develop and implement policy in support of Force Management guidance.

(c) Conduct manpower metric and Force Structure analysis in support of Force Management decision development (J-8).

i. J-2

(1) Assess

(a) Provide Defense Planning Scenario (DPS) Red CONOPS for use with Analytic Agenda studies.

(b) Develop and provide a Joint Intelligence Estimate (JIE) as a Joint Staff working paper based upon the Service Chief and combatant commander input into the CJA. The JIE will include the global strategic environment, threat capabilities, vulnerabilities, and probable courses of action of foreign nations and actors.

(c) Provide assessment of threat capabilities to the JSR process.

(d) Coordinate with DIA in the production of the Joint Strategic Assessment.

(e) Prepare the JIE in support of the JSR process.

(2) Advise

(a) Participate in JSR process to provide the intelligence background and to develop the JIE.

(b) Oversee the intelligence requirement certification process for all JCIDS documents.

(3) Direct

(a) Develop Joint Intelligence doctrine.

(4) Execute

(a) Establish intelligence and counterintelligence planning guidance and associated goals and objectives in support of the JSCP.

(b) Provide combatant commands, Services, and intelligence Combat Support Agencies situational awareness and specific planning guidance, and support combatant command J-2 development of concepts of intelligence operations to support joint military engagement and operations.

(c) Collaborate with J-7 on Joint Experimentation and JOpsC communities to ensure threat capability products support the development of these ongoing processes.

(d) Provide warning, crisis operations, and counterterrorism support to senior DOD decision makers, policymakers, staffs, and the combatant commands.

(e) Represent intelligence requirements of the combatant commands.

(f) Lead the Battlespace Awareness FCB.

j. J-3

(1) Assess

(a) Provide ongoing assessments from JCCA process to support JSPPS.

(b) Assess Force Readiness in accordance with Title 10 requirements.

(c) Produce Service and combatant command readiness assessment and reporting guidance.

(d) Manage the Chairman's Readiness System.

(2) Advise

(a) Provide ongoing assessments from JCCA (combined JFRR and GFMB) process to support the JSR process and Chairman's advice development.

(b) Provide operational input and advice to the JCIDS capability development.

(3) Direct

(a) Oversee the execution of the GFMB, manage the global force management allocation process, and provide force allocation input to GFM implementation guidance.

(b) Provide overall guidance and direction for Joint Operational Planning and Execution processes.

(4) Execute

(a) Lead Joint Staff Directorate for conducting current operations.

(b) Lead the development of the annual Global Force Management Allocation Plan (GFMAP) and subsequent modifications.

k. J-4

(1) Assess

(a) Assess mobilization during planning and execution.

(b) Ensure military strategy and operational plans are congruent with logistical concepts and capabilities.

(c) Assess combatant command logistic plans by identifying gaps and risks associated with shortfalls.

(d) Support the JSR process by preparing an informal Joint Logistics Estimate.

(2) Advise

(a) Provide recommendations for allocation of joint logistics resources (materiel and transportation) among competing combatant command requirements.

(b) Provide recommendations on mobilization authorities during planning and execution.

(3) Direct

(a) Develop Joint Logistics Doctrine.

(b) Provide strategic guidance on the development of logistics concepts of support within combatant command plans to ensure they are adequate, feasible, and executable.

(4) Execute

(a) Integrate logistics capabilities areas into doctrine and plans.

(b) Integrate joint logistics capabilities to meet warfighter needs through leadership of the Logistics FCB per CJCSI 3137.01.

1. J-5

(1) Assess

(a) Oversee the JSPS for production of the CJA and monitor the conduct of the JSR process.

(b) J-5 Strategic Integration and Analysis Division (SIAD) will coordinate the request for Service and combatant command input to the CJA in June of each year.

(c) Coordinate the Comprehensive Joint Assessment (CJA) by collecting the responses annually by 30 September. J-5 will maintain a Web portal data entry system and a corresponding database system of the responses and provide access to each of the Joint Staff directorates to permit analysis of the responses for the JSR process.

(d) Conduct the JSR process to assess the implications of the strategic environment.

(e) Complete the annual Chairman's Risk Assessment (CRA).

(f) Support the JSR process by completing the Joint Strategy Review report in odd years or as directed.

(2) Advise

(a) Provide updated assessment/estimate information as requested to the Joint Staff J-8 for development of the CPA and CPR.

(b) Support CJCS advice development using the CJA data, the JSR process, strategic document development, and through participation in various working groups and strategy sessions.

(3) Direct

(a) Produce the NMS during the first half of even calendar years.

(b) Write the JSCP in coordination with OSD. The JSCP will be published concurrently with and aligned with the GEF.

(c) Coordinate with OSD on production of and update to the GEF.

(d) Coordinate production and update of the UCP.

(4) Execute

(a) Represent the Chairman at Policy Coordination Committees (PCCs) and Deputies Committees (DCs) at the NSC and HSC.

(b) Lead the Building Partnership FCB.

m. J-6

(1) Assess

(a) Lead the Warfighting Mission Area (WMA) Information Technology (IT) Portfolio Management (PfM), oversee the Joint Net-Centric Operations Capability Portfolio Management, and manage the Military Communications-Electronics Board (MCEB) for capability prioritization and capability gap assessments.

(b) Develop Net-Centric Joint Concepts as part of the Capstone Concept for Joint Operations (CCJO).

(2) Advise

(a) Develop and provide net-centric related inputs to the NMS and JSCP.

(b) Develop and provide programming advice through the annual PBR.

(c) Support ASD(NII) Joint Net-Centric Operations Capability Portfolio Management.

(3) Direct

- (a) Serve as the Joint Community Chief Information Officer (CIO).
- (b) Net-Centric and C4-related NMS.

(4) Execute

- (a) Oversee the interoperability certification process for all JCIDS documents and associated systems.
- (b) Lead the Net-Centric (NC) FCB.

n. J-7

(1) Assess

(a) Oversee the development and management of Joint Capability Areas (JCAs).

(b) Align UJTLs to JCAs.

(c) Oversee contingency plan assessment portion of the JCCA.

(d) Assess proposals for new concepts in collaboration with the JCD&E Enterprise Community and present recommendations to the DJS for approval.

(e) Support the JSR process by preparing the Joint Concept Development and Experimentation Estimate and analyzing USJFCOM's Annual JCD&E Status and Recommendation Report.

(f) Support the Force Support FCB for the assessment of force preparation and joint training capabilities.

(2) Advise

(a) Provide input to USJFCOM for Joint Experimentation and Joint Concepts.

(b) Represent the Chairman in providing guidance and support to JFCOM for JCD&E.

(c) As a result of JSR process, provide recommended new concepts and joint experimentation needs to J-8 for use in the CGA process.

(d) Advise the Chairman on all policy and guidance concerning the joint doctrine development process. Ensure joint doctrine is consistent with DOD and CJCS policy.

(3) Direct

(a) Coordinate with J-5 to produce the JSCP, which will be aligned with the GEF.

(b) Prepare a CJCS memorandum providing the Chairman's Annual Guidance for Joint Concept Development and Experimentation.

(c) Manage the joint doctrine development process for the Chairman.

(4) Execute

(a) Integrate validated concepts into Joint Doctrine.

(b) Oversee the development of JOpsC.

(c) Develop and oversee the Joint Concept Development and Experimentation process. Ensure insights from the JCD&E process are incorporated into advice documents.

(d) Lead APEX process development and implementation.

o. J-8

(1) Assess

(a) Collect, consolidate, and assess combatant commander IPL submissions.

(b) Develop JROCMs compliance procedures to inform JROC of decision status.

(c) Oversee the development of the Current-Year Analytic Baselines and Assessment Metrics used for all studies.

(d) Oversee the CGA process and collaborate with OSD, combatant commanders, Services, Joint Staff, and Defense agencies.

(e) Prepare the CPR using the Capability Gap Assessment (CGA) process.

(f) Ensure the CGA process incorporates Joint Staff, Service, combatant command, Defense agency, and joint and combined activities capability issues.

(g) Prepare the Chairman's Program Assessment (CPA) based upon Services' POM/BES compliance with Joint Planning Guidance.

(h) Lead development of Multi-Service Force Deployment (MSFD) documents in support of Analytic Agenda.

(i) Oversee the JCIDS process.

(j) In conjunction with OSD(P) and OSD(PA&E) act as Joint Staff lead for management and oversight of the Analytic Agenda including:

1. Oversight of studies and archiving of study results across DOD components.

2. Perform as Joint Staff focal point for study recommendations.

(k) Support the JSR process with capability and resource information and analytic support from the CGA process.

(l) Lead the biennial Combat Support Agency Review assessments process.

(2) Advise

(a) Provide recommendations to the JROC to mitigate combatant command IPL shortfalls.

(b) Focus on POM/BES compliance during the development of the CPA and present the CPA to the Chairman for approval.

(c) Oversee the FCB process.

(d) Prepare the CPR annually.

(e) Consolidate and recommend joint capability priorities (programmed and planned) based on the NMS to the JROC.

(3) Execute

(a) Lead the Force Support, Force Application, and Protection FCBs.

p. Process and Product Leads

- (1) Comprehensive Joint Assessment. The CJA will be coordinated by the Joint Staff J-5/SIAD. The J-5 SIAD will collect the responses in a database system and provide access to each of the Joint Staff directorates to permit analysis of the responses. The CJA informs the JSR process.
- (2) Joint Strategy Review Process. The J-5 is the Joint Staff lead for the JSR process, although all J-directorates participate. The JSR process informs CJCS advice and direction activities.
- (3) National Military Strategy. The NMS will be written by the J-5 in coordination with other J-Directorates to ensure completeness of the document. The NMS will reflect the guidance issued by the President in the NSS and by the Secretary of Defense in the NDS.
- (4) Joint Strategic Capabilities Plan. The JSCP will be written by J-5 in coordination with Joint Staff J-7 directorate and in parallel with the GEF.
- (5) Chairman's Risk Assessment. Completed annually by the J-5 based on Service and combatant command input from the annual CJA survey.
- (6) Chairman's Program Recommendation. The J-8 prepares the CPR to provide balance and depth to strategic advice development.
- (7) Chairman's Program Assessment. The CPA provides the Chairman's personal assessment of the conformance of Service and agency POMs to the priorities established by OSD strategic documents, strategic plans, and combatant command requirements. The Chairman's personal advice to the Secretary of Defense in the CPA is submitted to impact the PDMs and the budget review.

Product/ Process	Staff Lead	Supporting J-Directorates	Assess	Advise	Direct
CJA	J-5	J-2, J-3, J-5, J7, J-8	X		
JCCA	J-3	J-3, J-5, J-7, J-8	X		
JSR	J-5	J-1, J-2, J-3, J-4, J-5, J-6, J-7, J-8	X	X	
JSA	J-2	DIA, J-5	X		
JIE	J-2		X		
Health of Force	J-1		X	X	
JLE	J-4		X		
JCD&E	J-7		X		
CGA	J-8	J-6, J-2	X		
CRA	J-5	J-3, J-7, J-8	X	X	
Advice Development	As req'd	J-1, J-2, J-3, J-4, J-5, J-6, J-7, J-8		X	
CPR	J-8	J-1, J-4, J-6		X	
CPA	J-8	J-8	X	X	
NMS	J-5			X	X
JSCP	J-5	J-7			X
NSS	CAG	J-5			X
UCP	J-5	J-7			X
NDS	J-5	J-5			X
QDR	J-5/ J-8	J-1, J-2, J-3, J-4, J-5, J-6, J-7, J-8			X
GEF	J-5	J-5, J-7			X
GDF	J-8	J-1, J-2, J-3, J-4, J-5, J-6, J-7			X
GFMAP	J-3	J-1, J-2, J-4, J-5, J-6, J-7, J-8			X
GFmig	J-8	J-1, J-2, J-3, J-4, J-5, J-6, J-7			X
JPG	J-8	PAE		X	

Figure 10: J-Directorate Responsibilities

5. Superseded Documents and Processes

- a. National Military Strategic Plan for the War on Terror (NMSP-WOT) incorporated into Joint Strategic Capabilities Plan.
- b. Joint Quarterly Readiness Review (JQRR) incorporated into JCCA as the JFRR.
- c. Monthly Plans Assessments (MPA) incorporated into JCCA Plan Assessments.
- d. Joint Planning Document (JPD) no longer published.
- e. Joint Net-Centric Operations Campaign Plan incorporated into Joint Strategic Capabilities Plan.
- f. JOpsC data call process incorporated into CJA.
- g. JE needs collection incorporated into CJA.
- h. Enhanced Planning Process is deleted.
- i. Security Cooperation Guidance incorporated into GEF.
- j. Contingency Planning Guidance (CPG) incorporated into GEF.
- k. Global Posture Guidance incorporated into GEF and JSCP.
- l. Global Force Management guidance incorporated into GEF and Global Force Management Implementation Guidance (GFMIG).
- m. Nuclear Weapons Planning Guidance (NUWEP) incorporated into GEF.
- n. Strategic Planning Guidance (SPG) incorporated into GDF.

(INTENTIONALLY BLANK)

ENCLOSURE G

REFERENCES

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- d. Secretary of Defense, “The National Defense Strategy of the United States”
- e. Secretary of Defense, 2006, “The Quadrennial Defense Review”
- f. Secretary of Defense, “Guidance for Employment of the Force”
- g. Secretary of Defense, “Guidance for Development of the Force”
- h. Secretary of Defense, “Global Force Management Implementation Guidance”
- i. Secretary of Defense, December 2005, “Adaptive Planning Roadmap”
- j. Secretary of Defense, March 2008, “Adaptive Planning Roadmap II”
- k. Deputy Secretary of Defense memorandum, 14 Feb 08, “Joint Capability Areas”
- l. Chairman of the Joint Chiefs of Staff, “National Military Strategy of the United States”
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- n. Chairman of the Joint Chiefs of Staff, April 2006, “The National Military Strategy to Combat WMD”
- o. Joint Staff, “Joint Strategy Review”
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- q. DODD 5000.1, 12 May 2003, “The Defense Acquisition System.”
- r. DODD 5105.79, 18 May 2008, “DOD Senior Governance Councils”
- s. DODD 5105.21, “Defense Intelligence Agency”

- t. DODI 5000.2, 12 May 2003, "Operation of the Defense Acquisition System"
- u. CJCSI 3010.02 series, "Joint Operational Concepts Development Process"
- v. CJCSI 3110.01 series, "Joint Strategic Capabilities Plan"
- w. CJCSI 3110.02 series, "Intelligence Planning Guidance, Objectives and Tasks"
- x. CJCSI 3137.01 series, "The Functional Capabilities Board Process"
- y. CJCSI 3141.01 series, "Management and review of Campaign and Contingency Plans"
- z. CJCSI 3170.01 series, "Joint Capabilities Integrated Development System"
- aa. CJCSI 3401.01 series, "Chairman's Readiness System"
- bb. CJCSI 3500.01 series, "Joint Training Policy for the Armed Forces of the United States"
- cc. CJCSI 3511.01 series, "Joint Exercise Transportation Program"
- dd. CJCSI 5120.02 series, "Joint Doctrine Development System"
- ee. CJCSI 5123.01 series, "Charter of the Joint Requirements Oversight Council"
- ff. CJCSI 7401.01 series, "Combatant Commander Initiatives Fund (CCIF)"
- gg. CJCSI 7401.02 series, "Combatant Commander Command and Control Initiatives Program"
- hh. CJCSI 8501.01 series, "Chairman of the Joint Chiefs of Staff, Combatant Commanders, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution System"
- ii. CJCSM 3122.01 series, "Joint Operation Planning and Execution System (JOPES) Volume I Planning Policies and Procedures"
- jj. CJCSM 3122.03 series, "Joint Operation Planning and Execution System Volume II Planning Formats"
- kk. CJCSM 3314.01 series, "Intelligence Planning"
- ll. USJFCOM, 1 April 2008, "Joint Concept Development and Experimentation Enterprise Process Guide (EPG)"

GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

AA	Analytic Agenda
AB	analytic baseline
AoA	analysis of alternatives
AP	Adaptive Planning
APEX	Adaptive Planning and Execution
BA	Battlespace Awareness
BES	Budget Estimate Submission
C2	command and control
C2W	command and control warfare
C4	command, control, communications, and computers
CA	civil affairs
CAMPLAN	campaign plan
CAP	capabilities assessment process
CBA	capabilities-based assessment
CBP	capabilities-based planning
CCJO	Capstone Concept for Joint Operations
CDD	capability development document
CG	Chairman's Guidance
CGA	Capability Gap Assessment
CJA	Comprehensive Joint 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
CNASP	Chairman's Net Assessment for Strategic Planning
CONOPS	Concept of Operations
CONPLAN	concept plan
CONUS	continental United States
CP	change proposal
CPA	Chairman's Program Assessment
CPD	capability production document
CPlan	campaign plan
CPR	Chairman's Program Recommendation
CRA	Chairman's Risk Assessment
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CT	Counterterrorism
CWMD	Combating Weapons of Mass Destruction

DAS	Defense Acquisition System
DCR	Doctrine, Organization, Training, Materiel, Leadership, and Education, Personnel and Facilities (DOTMLPF) Change Recommendation
DIA	Defense Intelligence Agency
DJS	Director, Joint Staff
DJSM	Director of the Joint Staff memorandum
DNI	Director of National Intelligence
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, and Education, Personnel and Facilities
DPS	Defense Planning Scenario
DRRS	Defense Readiness Reporting System
DTAP	Defense Technology Area Plan
DTIC	Defense Technical Information Center
FA	Force Application
FAA	functional area analysis
FCB	Functional Capabilities Board
FL	Focused Logistics
FM	Force Management
FNA	functional needs analysis
FP	Force Protection
FS	Force Support
FSA	functional solutions analysis
FUNCPLAN	functional planning
FYDP	Future Years Defense Program
GDF	Guidance for Development of the Force
GEF	Guidance for Employment of the Force
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GMIG	Global Force Management Implementation Guidance
GI&S	Geospatial Information and Services
HD&CS	Homeland Defense and Civil Support
ICD	Initial Capabilities Document
IPL	Integrated Priority List
IPSP	Intelligence Priorities for Strategic Planning
IT	Information Technology
JC2	Joint Command and Control
JCA	Joint Capability Area
JCCA	Joint Combat Capability Assessment
JCD	Joint Capabilities Document
JCD&E	Joint Concept Development and Experimentation

JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JCSG	Joint Concept Steering Group
J-Directors	Directors, Joint Staff Directorates
JE	Joint Experimentation
JFC	Joint Functional Concept
JFP	Joint Force Provider
JFRR	Joint Force Readiness Review
JIE	Joint Intelligence Estimate
JIC	Joint Integrating Concept
JIEP	Joint Intelligence Estimate for Planning
JLE	Joint Logistics Estimate
JLRSE	Joint Long-Range Strategic Estimate
JNA	Joint Net Assessment
JOB	JSPS Oversight Board
JOC	Joint Operating Concept
JOPES	Joint Operation Planning and Execution System
JOpsC	Joint Operations Concepts
JOpsC-DP	Joint Operations Concepts Development Process
JPAM	Joint Program Assessment Memo
JPD	Joint Planning Document
JPG	Joint Programming Guidance
JRB	Joint Requirements Board
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JS	Joint Staff
JSA	Joint Strategic Assessment
JSAM	Joint Security Assistance Memo
JSCP	Joint Strategic Capabilities Plan
JSOP	Joint Strategic Objectives Plan
JSPD	Joint Strategic Planning Document
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review
JT	Joint Training
JUON	Joint Urgent Operational Need
JV	Joint Vision
JWSTP	Joint Warfighting Science and Technology Plan
KM/DS	Knowledge Management /Decision Support
LL	Lessons Learned
LOJX	Lines of Joint Experimentation
MCO	Major Combat Operation
MILSATCOM	Military Satellite Communications
MSFD	Multi-Service Force Deployment
NC	Net-Centric
NDS	National Defense Strategy

NMS	National Military Strategy
NORAD	North American Aerospace Defense Command
NINP	National Intelligence Needs Process
NSS	National Security Strategy
OA	Operational Availability
OMB	Office of Management and Budget
OPLAN	Operations Plan
OPORD	Operation Order
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
PA&E	Program Analysis and Evaluation
PB	President's Budget
PBD	Program Budget Decision
PBR	Program and Budget Review
PDD	Presidential Decision Directive
PDM	Program Decision Memoranda
PfM	Portfolio Management
PIM	Planning Input Memorandum
PLANDIR	Plan Directive
PLANORD	Plan Order
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PSYOPS	Psychological Operations
QDR	Quadrennial Defense Review
S&T	Science and Technology
SDOB	Secretary of Defense Orders Book
SecDef	Secretary of Defense
SOF	Special Operations Forces
SSSP	Site Safeguards and Security Plans
TPFDD	time-phased force and deployment data
TSC	Theater Security Cooperation
UCP	Unified Command Plan
UJTL	Universal Joint Task List
USC	United States Code
USD AT&L	Under Secretary of Defense, Acquisition, Technology and Logistics
WMD	Weapons of Mass Destruction

PART II -- TERMS AND DEFINITIONS

Adaptive Planning (AP) -- The DOD initiative to change the overarching process, transforming the way we plan and execute joint operations.

Adaptive Planning and Execution (APEX) -- Department-level system of joint policies, process, procedures, and reporting structures, supported by communications and information technology that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization.

Campaign Plan -- A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. See also campaign; campaign planning.

Chairman's Program Assessment (CPA) -- Provides the Chairman of the Joint Chiefs of Staff's personal appraisal on alternative program recommendations and budget proposals to the Secretary of Defense for consideration in refining the defense program and budget in accordance with Title 10, United States Code. The Chairman's program assessment comments on the risk associated with the programmed allocation of Defense resources and evaluates the conformance of program objective memoranda to the priorities established in strategic plans and combatant commanders' priority requirements.

Chairman's Program Recommendation (CPR) -- The CPR provides the Chairman's personal recommendations to the Secretary of Defense for the programming and budgeting process before publishing the Joint Planning Guidance, in accordance with Title 10, United States Code. The CPR articulates programs the Chairman deems critical for the Secretary of Defense to consider when identifying DOD priorities and performance goals in the JPG and emphasizes specific recommendations that will enhance joint readiness, promote joint doctrine and training, improve joint warfighting capabilities, and satisfy joint warfighting requirements within DOD resource constraints and within acceptable risk levels.

Chairman's Risk Assessment (CRA) -- In accordance with Title 10, the Chairman must conduct a comprehensive review of the NMS including an assessment of the strategic and military risk associated with executing the NMS. Informed by the current NMS, 4-star level input, and the strategic environment. Informs the GEF, NMS, and JSCP and helps to frame independent military advice.

Comprehensive Joint Assessment (CJA) -- The CJA is a formal holistic strategic assessment process that provides a common informational baseline and strategic picture. It provides the analytic basis for the JSR process.

Global Force Management Allocation Plan (GFMAP) -- CJCS document approved by the Secretary of Defense that authorizes force allocations and deployment of forces in support of combatant command rotational force requirements.

Guidance for the Development of the Force (GDF) -- The GDF establishes the Department's force development planning and resource priorities needed to meet future contingencies. Consolidates and integrates force development planning priorities into a single overarching document and replaces guidance previously promulgated through the Strategic Planning Guidance, Transformation Planning Guidance, Global Defense Posture, and Science and Technology priorities. The GDF provides SecDef politico-military guidance to inform development of the Program Objective Memorandum (POM) and is informed by the NDS and NMS.

Guidance for Employment of the Force (GEF) -- The GEF merges Contingency Planning Guidance and Security Cooperation Guidance into one document that provides comprehensive, near-term planning guidance. The GEF and JSCP are companion documents. Provides presidential and SecDef politico-military guidance. The President approves the contingency planning guidance contained in the GEF and approves the Secretary's issuance of the GEF. The GEF is informed by the UCP and NDS and informs strategic policy guidance, campaign plans, and the JSCP.

Joint Strategic Capabilities Plan (JSCP) -- The JSCP provides detailed planning guidance to implement the GEF's strategic policy guidance and specifically tasks combatant commanders to develop campaign, campaign support, contingency, and posture plans. Fulfills Title 10 requirement for the Chairman to produce strategic plans and provides assistance to President and the Secretary of Defense in military direction to the Armed Forces. The JSCP is informed by the GEF and NMS and directs campaign, campaign support, contingency, and posture planning.

Joint Strategy Review (JSR) -- The JSR process is the synthesis of CJA information along with Joint Staff functional estimates and processes that inform development of the Chairman's advice and directive activities.

Joint Capability Areas (JCA) -- The collections of like DOD capabilities functionally grouped to support capability analysis, strategy development,

investment decision making, capability portfolio management, and capabilities-based force development and operational planning.

Military Risk -- The ability of U.S. Armed Forces to adequately resource and execute military operations in support of the strategic objectives of the National Military Strategy.

National Defense Strategy (NDS) -- A document approved by the Secretary of Defense for applying the Armed Forces of the United States in coordination with Department of Defense agencies and other instruments of national power to achieve national security strategy objectives. Informs NMS, GEF, and GDF.

National Military Strategy (NMS) -- A document approved by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and national defense strategy objectives. The NMS is informed by the NSS, QDR, NDS, and CRA and informs JSCP and provides CRA framework.

Strategic Risk -- The potential impact upon the United States -- to include our population, territory, and interests -- of current and contingency events given their estimated consequences and probabilities.

Unified Command Plan (UCP) -- The document, approved by the President, that sets forth basic guidance to all unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders. The UCP and National Security Strategy (NSS) are components of U.S. Grand Strategy. The UCP is informed by the NSS and informs the GEF and JSCP.

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