

JOINT OPERATIONS CONCEPTS



November 2003

Secretary's Foreword

The first few years of the 21st Century have taught us that the future is full of open and hidden dangers. The Department of Defense must prepare now to address those threats to our freedom or face a very uncertain destiny.

We do not know the true face of our next adversary or the exact method of engagement. The threat may come from terrorists, but it could come in the form of cyber-war, a traditional state-on state conflict, some entirely new form of attack, or it may take the form of a natural or man-made disaster. This uncertainty requires us to move away from our past threat-based view of the world and force development. We must change. We must envision and invest in the future today so we can defend our homeland and our freedoms tomorrow.

The future demands we move towards a capabilities-based approach as articulated in the 2001 Quadrennial Defense Review. This approach focuses more on how the United States can defeat a broad array of capabilities that any adversary may employ rather than who the adversaries are and where they may threaten joint forces or US interest. The joint force will have attributes to make it fully integrated, expeditionary in nature, networked, decentralized, adaptable, able to achieve decision superiority, and lethal.

This document articulates the overarching concept that describes the conduct of future joint military operations. It defines the construct for the development of subordinate operating, functional and enabling concepts that will identify emerging capabilities across the domains of air, land, sea, space and information. It is transformational and will act as the genesis for new ideas and concepts hence the name "Joint Operations Concepts."

New ideas and concepts come from a culture of continual transformation. We are counting on the superb members of today's Joint Force to make transformation possible. These brave men and women remain the most critical asset to the Armed Forces. We must ensure they have the resources, capabilities and innovative culture they need to assure our allies, as well as dissuade, deter and, if necessary, defeat the aggressors we will face in the dangerous century ahead.

A large, bold, handwritten signature in black ink, which appears to read 'D. Rumsfeld'.

Donald H. Rumsfeld

Secretary of Defense

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Preface

*“Our military culture must reward new thinking, innovation, and experimentation. Congress must give defense leaders the freedom to innovate, instead of micromanaging the Defense Department. And every service and every constituency of our military must be willing to sacrifice some of their own pet projects. Our war on terror cannot be used to justify obsolete bases, obsolete programs, or obsolete weapon systems. Every dollar of defense spending must meet a single test: **It must help us build the decisive power we will need to win the wars of the future.**”*

President George W. Bush, Citadel Speech, 11 December 2001

Purpose. The Joint Operations Concepts (JOpsC) describes how the Joint Force¹ intends to operate within the next 15 to 20 years. It provides the operational context for the transformation of the Armed Forces of the United States by linking strategic guidance with the integrated application of Joint Force capabilities. The JOpsC provides the conceptual framework to guide future joint operations and joint, Service, combatant command and combat support defense agency concept development and experimentation.² The JOpsC also provides the foundation for the development and acquisition of new capabilities through changes in doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF).³

Scope. The President directed the Department of Defense (DOD) to transform to meet an uncertain future and the unfolding challenges of the 21st Century. To mitigate the risk and uncertainty of the future, DOD will transition from a threat-based, requirements-driven, force development process to a capabilities-based, concepts-driven force planning process.⁴ JOpsC provides the operational context for military transformation in sufficient detail for the development of subordinate joint operating, functional and enabling concepts.

As an overarching concept, this document describes the conduct of joint

¹ The term “joint force” in its broadest sense refers to the Armed Forces of the United States. While this document focuses primarily on the changes in the way that “operating elements” of the Armed Forces will organize, plan and prepare, and operate as an integrated joint force in the future, these changes will impact on every element of the Armed Forces. The term joint force (lower case) refers to an element of the Armed Forces that is organized for a particular mission or task. Since this could refer to a joint task force or a unified command, or some yet unnamed future joint organization, the more generic term “a joint force” will be used, similar in manner to the term “joint force commander” in reference to the commander of any joint force.

² Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3010.02A; *Joint Vision Implementation Master Plan* (JIMP) (Washington, DC: 2001), Enclosure A describes the process for concept development and experimentation.

³ CJCSI 3010.02A; GL-2.

⁴ *Quadrennial Defense Review (QDR) 2001*, Office of the Secretary of Defense (Washington, DC: 2001), III-13, describes a shift from force development to force planning.

military operations in the context of interagency⁵ and multinational⁶ coordination across the full range of military operations (ROMO).⁷ The JOpsC focuses on joint military operations at the operational and strategic level of war and crises resolution. It describes the integration of emerging capabilities across the domains of air, land, sea, space and information and the development of supporting concepts to obtain these capabilities.

Application. The JOpsC is applicable to combatant commands, Services, combat support defense agencies and the Joint Staff for concept development and experimentation.

Joint Operations Concepts

An overarching description of how the future Joint Force will operate across the entire range of military operations. It is the unifying framework for developing subordinate joint operating concepts, joint functional concepts, enabling concepts, and integrated capabilities. It assists in structuring joint experimentation and assessment activities to validate subordinate concepts and capabilities-based requirements.

Section 1. Introduction. The Armed Forces of the United States provide a critical and flexible instrument of national power, will be globally employed and will operate across the ROMO.

The JOpsC describes how the Joint Force will operate in a complex environment within the next 15 to 20 years and describes the coordinated development of Service, combatant command and combat support defense agency capabilities. The JOpsC is designed to guide and leverage the innovation, change and adaptation of the Armed Forces of the United States and is based on a clear understanding of the strategic setting, strategic guidance and a capabilities-based approach to joint warfare and crisis resolution.

⁵ CJCS Joint Publication (JP) 5-0, *Doctrine for Planning Joint Operations* (Draft) (Washington, DC: October 2002); Approved for inclusion in CJCS JP 1-02; *Department of Defense Dictionary of Military and Associated Terms* (Washington, DC: 2001): A broad generic term that describes the collective elements or activities of the Department of Defense and other US Government agencies, regional and international organizations, nongovernmental organizations, and commercial organizations engaged in a common effort.

⁶“The United States is committed to lasting institutions like the United Nations, the World Trade Organization, the Organization of American States, and NATO as well as other long-standing alliances. Coalitions of the willing can augment these permanent institutions.” *The National Security Strategy of the United States of America* (NSS) (Washington, DC: 2002), President's Foreword, iii.

⁷ Joint Requirements Oversight Council (JROC) MEMO 023-03, “*Interim Range of Military Operations* (ROMO)” (Washington, DC: 28 Jan 03).

1.A. Strategic Setting. The enduring nature of war, fundamental elements of crisis resolution, challenges of a new security environment and emerging threats, as well as an understanding of the American culture all profoundly affect how the Joint Force operates.

Nature of War and Crisis Resolution. War will continue to be characterized by a violent clash of wills between nations or armed groups in the pursuit of political or ideological ends. The fog and friction of war will randomly impact military operations and decision-making at all levels. Warfare will continue to include both violent and non-violent means.

Crises will still be distinguished by deteriorating situations resulting from natural or manmade catastrophes. These situations will continue to lead to potential humanitarian, societal or state instability, and the increased likelihood of conflict.⁸

While the nature of warfare and crisis resolution remains unchanged, changes in the security environment, technology and the threat will cause the conduct of military operations to change. Accordingly, the United States must change the way it conducts joint military operations – shift to a global perspective of the battlespace, a noncontiguous approach to operations and the employment of a fully integrated Joint Force.

1.B. American Culture and People. The Department will tap into the strength and innovation of the American culture and people to form the foundation for change.

The Armed Forces of the United States possess a unique philosophical and cultural approach to joint warfare and crisis resolution that reflects the cumulative historical experience, values, traditions and character of the American people, the individual Services and the unique institutions and governmental processes of the United States of America. This includes adherence to the rule of law, civilian control of the military, promotion of democracy and the preservation of life.

People remain the centerpiece of successful joint operations. Although the capabilities associated with the tools of warfare will change, the dynamics of human interactions and will, instilled through innovative leadership, will remain the driving force in all military operations. Fundamental to the successful utilization of improved capabilities will be the capacity of the individual Soldiers, Sailors, Airmen, Marines and Coast Guardsmen to learn

⁸ Joint Requirements Oversight Council (JROC) MEMO 022-03, “*An Evolving Joint Perspective: US Joint Warfare and Crisis Resolution In the 21st Century*” White Paper (Washington, DC, Joint Staff, J7: 28 January 2003), 6.

and adapt to new mission demands, bear the hardships of combat and work diligently to synchronize Service efforts.

1.C. Strategic Guidance. The President of the United States and the Secretary of Defense establish strategic guidance that provides goals and objectives for the Armed Forces of the United States.

1.C.1. The National Security Strategy (NSS). The NSS reflects the nation's values and interests.⁹ The United States, in cooperation with other nations, will deny, contain and curtail adversaries' efforts to acquire dangerous technologies. To ensure protection, the United States may be forced to act in self-defense against emerging threats before they can be applied against national vital interests. The aim of this strategy is not just to protect the United States, but also to help make the world better.

National Security Strategy

- Champion aspirations for human dignity;
- Strengthen alliances to defeat global terrorism and work to prevent attacks against allies, friends and the United States;
- Work with others to defuse regional conflicts;
- Prevent enemies from threatening allies, friends and the United States with weapons of mass destruction;
- Ignite a new era of global economic growth through free markets and trade;
- Expand the circle of development by opening societies and building the infrastructure of democracy;
- Develop agendas for cooperative action with other main centers of global power;
- Transform America's national security institutions to meet the emerging challenges and opportunities.

1.C.2. The Defense Strategy. Four DOD policy goals and a set of strategic tenets guide the Defense Strategy, as described in the 2001 Quadrennial Defense Review (QDR) and FY 04-09 Defense Planning Guidance.

⁹ NSS, President's forward, 1-2.

Defense Policy Goals

- Assuring allies and friends by demonstrating US steadiness of purpose, national resolve and military capability to defend and advance common interests, and by strengthening and expanding alliances and security relationships
- Dissuading adversaries from developing threatening forces or ambitions, shaping the future military competition in ways that are advantageous to the United States and complicating the planning and operations of adversaries
- Deterring aggression and countering coercion against the United States, its forces, allies and friends in critical areas of the world by developing and maintaining the capability to swiftly defeat attacks with only modest reinforcement
- At the direction of the President, decisively defeating an adversary at the time, place and in the manner of US choosing

Strategic Tenets

- Managing Risks
- A Capabilities-Based Approach
- Defending the United States and Projecting US Military Power
- Strengthening Alliances and Partnerships
- Maintaining Favorable Regional Balances
- Developing a Broad Portfolio of Military Capabilities

1.C.3. The Military Strategy (MS) of the Department of Defense.¹⁰ The military strategy is the Armed Forces' plan to carry-out missions assigned by the Defense Strategy. It defines defensive, offensive, and anticipatory actions that commanders take to achieve military objectives in support of the Defense Policy goals. The military strategy applies a set of overarching principles – agility, decisiveness, and integration – that guide how commanders achieve their supporting objectives. The military strategy provides the context to describe the desired attributes and capabilities of the Joint Force and lays the foundation for the common architecture for capabilities-based force planning described in this document. The military strategy, as the foundation for other strategic documents, supports near-term operational planning while providing a common joint vision of future operations that serves as an azimuth for joint force transformation.

1.D. Capabilities-Based Approach.¹¹ One key tenet of the QDR and MS is the development of a capabilities-based approach. A capabilities-based approach focuses more on how the United States can defeat a broad array of capabilities that any adversary may employ rather than who the adversaries are and where

¹⁰ Military Strategy of the Department of Defense (Draft), 11 Sep 03.

¹¹ QDR 2001, 13.

they may engage joint forces or US interests.¹² Development of a capabilities-based Joint Force requires a broad and long-term strategic perspective, a greater appreciation of the operational and strategic environmental factors and a rigorous analysis of the capabilities needed to achieve defense policy goals.

In the past, the construct of force development was requirements-driven based upon specific threats. However, the United States cannot predict with confidence the nations, combinations of nations, or non-state actors that may pose threats to its interests, allies or friends. To mitigate the risk of this uncertainty, the United States must anticipate the range of broad capabilities that any adversary might employ and the necessary capabilities required to resolve any conflict or crisis. Thus, a capabilities-based approach shifts this construct from threat-based force development to force planning based on a set of desired capabilities for any given military operation. These desired capabilities are derived from a set of **joint operating concepts**, describing how the future force will operate within specified segments of the ROMO and a set of **joint functional concepts** that describe the desired capabilities within each functional area across the ROMO.

1.E. Meeting the Challenges. The strategic setting makes clear the requirement to transform the way the United States conducts joint military operations. Identifying the potential capabilities of adversaries and adapting forces to counter those capabilities will allow the Joint Force to meet the challenges of the future. To prevail, the Joint Force will leverage such near-term objectives as the Services' significant changes to increase agility, reduce profiles and synchronize capabilities as well as the future goal of being full spectrum dominant.

Section 2. Full Spectrum Dominance (FSD).

Full spectrum dominance is the defeat of any adversary or control of any situation across the full range of military operations.

Full spectrum dominance is based on the ability to sense, understand, decide and act faster than any adversary in any situation. These actions are preceded by decisions that are led by better understanding of the battlespace. This allows commanders to act simultaneously or sequentially to achieve the desired end-state at the least cost in lives and national treasure.

In order to achieve FSD, the Joint Force will pursue a capabilities-based approach that focuses more on how the United States can defeat a broad array of capabilities that an adversary may employ rather than who the adversaries are and where they may engage US interests. FSD emphasizes **adaptability**,

¹² NSS, 29.

balances capabilities and manages risk within a global perspective¹³ to protect the United States, prevent conflict and surprise attack, and prevail against all adversaries.¹⁴

Framed within this approach and against the evolving security environment background, a new battlespace perspective emerges for future military operations. To accomplish assigned missions, an adaptive joint force will be capable of conducting rapidly executable, globally and operationally distributed,¹⁵ simultaneous and sequential operations. In so doing, the Joint Force will be able to apply continuous pressure¹⁶ on an adversary, control the tempo of the operation, and develop and exploit opportunities faster than an adversary can adapt. This continuum of action will require **decentralized execution**, where joint capabilities are organized and interdependently applied at increasingly lower echelons.

To meet these future operational aims, the Joint Force will leverage technology to provide actionable, precise, “fused” intelligence at all levels of war to facilitate **decision superiority**. This requires a singular battlespace,¹⁷ networked to enable continuous and collaborative campaign planning. The Joint Force also requires adaptive command and control (C2) organizations and will increasingly employ tailored, capabilities-based force packages¹⁸ that habitually plan and routinely train together in the live-virtual-constructive environment.

Fundamental to the success of FSD is the national priority for a secure homeland. Properly planned, supported and coordinated interagency actions ensure a secure homeland and also serve to protect and advance other US interests and the mutual interests of allies and friends. In addition, combatant commands will initiate activities to promote security throughout the globe. Leveraging these shaping activities, combatant commanders set the conditions that allow the Joint Force to seize and maintain the initiative when responding to a crisis or entering a conflict. This allows the Joint Force to retain friendly

¹³ “An Evolving Joint Perspective: US Joint Warfare and Crisis Resolution In the 21st Century” White Paper (Washington, DC, Joint Staff, J7: 28 January 2003), 23.

¹⁴ Military Strategy of the Department of Defense (Draft), 11 Sep 03

¹⁵ Forces, potentially geographically separated, sharing a common operational picture through a global network to enable the operational control of tempo and momentum to achieve the effects desired. Derived from *JW&CR White Paper*, 21.

¹⁶ JW&CR White Paper, 34.

¹⁷ Singular battlespace is a new way of viewing the battlespace. It sees both the enemy and friendly forces as a complex, adaptive system, composed of many systems and subsystems. These battlespace systems, consist of nodes and connecting links that represent some kind of relationship. The systems and their nodes may be linked directly or indirectly and the links may be physical or non-physical links. *Joint Operational Warfighting* (Draft) (Suffolk, VA, USJFCOM, J9 Joint Futures Lab: 15 Aug 02), 20.

¹⁸ Capabilities-based force packages are joint forces built based on what they must do rather than the quantity of forces or platforms they possess.

freedom of action including assured access and the quick defeat of enemy anti-access and/or area-denial strategies.

Additionally, the Joint Force will be able to rapidly build momentum and close the gaps between the decision to employ force and the deployment of initial entry and follow-on forces in order to rapidly achieve objectives. Thus, the Joint Force will deploy and employ from the United States, abroad, or forward-deployed locations directly throughout the depth of the battlespace. These forces will engage the adversary's critical nodes, linkages and vulnerabilities to reduce their centers of gravity.

Joint force personnel will require a joint and expeditionary "mindset," which reflects a greater level of deployability and versatility. Yet, the Joint Force must also ensure that capabilities not only swiftly defeat an adversary but are applicable to sustained combat, and the potential simultaneous conduct of operations to reestablish order, stability, and local governments.

The Joint Force must sustain itself in austere global regions by becoming less dependent on existing infrastructure and using globally integrated and synchronized end-to-end logistics and self-sustainment systems. This enables the conduct of operations for a specified time without requiring an operational pause. Finally, the Joint Force will remain committed to full coordination and interoperability of capabilities with interagency and multinational partners to ensure complementary effects.

Section 3. The Future Joint Force. The following describes attributes of the future Joint Force and broadly explains how this force will organize, plan, prepare and conduct operations.

3.A. How It Will Operate. Although specific operations along the ROMO may require other capabilities, the Joint Force will generally organize, plan, prepare, and operate using the following common core capabilities.

3.A.1. Achieve common understanding of all dimensions of the battlespace throughout the Joint Force.

Understanding the battlespace begins with planning against anticipated adversary capabilities or other likely contingencies. Such capabilities and contingencies will be identified through in-depth studies of the operational environment including operational net assessments developed from robust intelligence.

Second, security cooperation and robust intelligence provide the Joint Force Commander (JFC) with enhanced situational understanding, as well as advanced indications and warning. Joint forces assist in establishing

relationships and regional understanding by engaging in theater security cooperation activities with other nations.

Finally, the Joint Force uses an effects-based approach that includes “systems visualization.” Systems visualization develops a shared understanding of causal relationships and provides critical tools that assist commanders and staffs to plan, execute, assess, and adapt. It also provides some insight into potential effects beyond those that are desired. This situational understanding of the essential political, military, economic, social, infrastructure and information systems within an area of interest highlights how the systems function and are interrelated.

3.A.2. Make joint decisions and take action throughout the Joint Force faster than the opponent.

Decision superiority and rapidly employable capabilities allow the Joint Force, in coordination with allies and partners, to seize and maintain initiative to ensure freedom of action. The United States takes control of the situation and operational tempo by forcing a change in the adversary’s strategy, lines of operation or force employment.

Guided by the JFC’s intent, joint planners design operational plans to achieve desired end-states. These plans describe how the JFC intends to take joint action. Designated joint task forces (JTF) will routinely evaluate plans via exercises in the live, virtual and constructive training environments.

An established network, allowing commanders at all levels to collaborate and thereby facilitate timely employment of appropriate joint capabilities, will support the planning and execution effort. Collaborative planning and execution will include considerations for personnel tempo and coordination with the other instruments of national power and multinational partners to help shape the overall security environment to meet global priorities. Plans and actions will take into account that the Joint Force may assume either a supporting or a supported role in its relationship with national and multinational agencies.

The Joint Force terminates a specific operation when the necessary military conditions have been met to accomplish strategic objectives. After achieving its military objectives, the force assumes a supporting role and transitions back to normal operations or another contingency.

3.A.3. Adapt in scope, scale, and method as the situation requires.

The Armed Forces of the United States secure the homeland, US territories and strategic bases for expeditionary joint forces. In certain operations, such as non-hostile domestic events and most foreign humanitarian assistance

operations, the JFC may be in a support role to a civil authority. Joint forces are forward based, forward deployed, or available for employment from the United States in relation to global priorities.

The nature of potential adversaries requires an adaptive approach to ensure operations achieve the desired end-state. To maximize the speed and effectiveness of US actions to achieve the desired end-state, assessments of changes in the adversary's system must be continuous. These assessments will allow commanders to adapt and exploit or mitigate changes in the adversary's systems.

The Joint Force must remain adaptable with the capacity to commit to a specific operation while remaining ready to shift to another operation that may or may not be in the same operational area. Joint forces must be able to hand over one operation, reconstitute while remaining forward deployed for subsequent tasking, and undertake an entirely different military operation without extensive reliance on host-nation or overseas infrastructure.

Services and combatant commands will develop, organize and train their forces in order to provide desired joint capabilities. Capability-based force packages combine and establish habitual relationships among elements of joint, multinational and interagency capabilities that are tailored for a flexible array of capabilities across the ROMO. The packages have the ability to be employed independently or interdependently, and rapidly transition between missions.

3.A.4. Rapidly deploy selected portions of the Joint Force that can immediately transition to execution, even in the absence of developed infrastructure.

Rapid employment of permanent or rotation-based forward joint forces and tailored expeditionary forces, along with space-based assets, provide the initial engagement capabilities and facilitate the introduction of follow-on forces. Expeditionary capabilities, coordinated with other instruments of national power, shape the battlespace, set initial conditions to achieve strategic objectives, provide assured access, and establish the required infrastructure.

3.A.5. Create and sustain continuous pressure throughout the battlespace for as little or as long as it take to accomplish strategic or operational aims.

Commanders dynamically employ maneuver forces, precision engagement and information operations to apply immediate and continuous pressure on any adversary, foreclosing options and presenting difficult dilemmas. Commanders should expect an adversary to attempt a preemptive first move or other actions to resist joint force actions.

The Joint Force must also possess the capability to persistently engage in protracted operations when a crisis cannot be quickly resolved. Additionally, planners must consider the need to continue force flow or the rotation of forces to increase the available combat capabilities to either complete the initial force package or to preempt adaptations the adversary may attempt.

3.A.6. Disintegrate, disorient, dislocate, or destroy any opponent with a combination of lethal and non-lethal means.

An integral part of joint operational planning will involve identifying and exploiting the critical relationships, dependencies, vulnerabilities and strengths of adversary systems. An effects-based approach, which employs a systems methodology, is particularly applicable to an adversary system where identified links and nodes can be influenced by various instruments of national power. Such an approach may complement or supplant other approaches. The desired result for this approach is to produce specific effects that disrupt the adversary's decision making, alter intent, diminish capability and force the adversary to comply with US will.

3.A.7. Conduct deployment and sustainment activities in support of multiple simultaneous, distributed, decentralized battles and campaigns.

Achieving strategic objectives may not call for large-scale operations but rather many distributed operations unified by common purpose. The Joint Force conducts distributed operations to match its strengths against the adversary's critical vulnerabilities. The future Joint Force will be capable of conducting and supporting distributed non-linear operations in a singular battlespace. In addition, the Joint Force will be capable of reacting appropriately to the varying degrees of urgency established by the strategic campaign objectives. Such operations can be characterized as multi-directional and multi-dimensional from regionally or globally dispersed locations directed against an adversary's dispersed critical vulnerabilities.

The importance of distributed non-linear operations is an ability to create unpredictability in the application of combat power and to overwhelm an adversary. By integrating joint capabilities at increasingly lower echelons and enhancing connectivity among the elements, joint forces can better conduct distributed operations. These factors enable commanders to match capabilities more precisely to specific tasks and purpose within a singular battlespace.

Fundamentally, the sustainment mission is integral to deployment and employment of the Joint Force by getting the right support to the right place at the right time. This will not change. However, a distributed force, maneuvering at an increased tempo, requires fully integrated, globally synchronized, agile sustainment. This calls for a shift from supply-based

logistics and regionally focused, service-centric planning to a sustainment system that is precise, flexible and responsive to sustaining tailored forces operating in a dynamic environment.

A fully integrated logistics system is networked, distribution-based and executes in a responsive mode to meet the real time demands of the operational users. Global synchronization of the entire logistics system is essential for managing sustainment. Sustainment operations begin on day one and must remain continuous from deployment, through employment and redeployment to mitigate the need for operational pauses. Within the initial phase of operations, expeditionary forces must possess a certain level of self-sustainment. Beyond this initial phase, an agile logistics sustainment and distribution system with unparalleled reach will provide the necessary support for continuous and distributed operations.

Regardless of the scale of the contingency, the Joint Force will be required to provide some level of support to US government agencies, non-governmental organizations, international organizations and host-nation agencies. While providing this support, the Joint Force prepares for future operations, or resumes normal operations while maintaining the initiative and protecting against renewed adversary offensive actions.

3.A.8. Accomplish all of the above in an inter-agency and multi-national context.

Achieving full spectrum dominance requires full coordination with interagency and multinational partners. Achieving the desired end-state and strategic objectives necessitates an integrated, networked Joint Force, as well as interoperability with interagency and multinational partners.

3.B. Attributes. To realize the common core capabilities described above, the future Joint Force must possess the following attributes:

Fully Integrated. The Joint Force must move beyond deconfliction to fully integrated elements with all functions and capabilities focused toward a unified purpose. This means that the capabilities provided by the Services, combatant commands and combat support agencies are born joint and fully integrated.¹⁹ Thus the JFC will have a set of inherently interoperable and synergistic joint capabilities to employ.

Legacy equipment and systems will be "made joint" to the extent possible until replacement by "born joint" equipment and systems is feasible. Full integration will require further expansion of the "joint team mindset"²⁰ from the

¹⁹ JW&CR White Paper, 22.

²⁰ Ibid., 11

combatant command level where it exists today down to the JTF and component headquarters (HQ).²¹ An increased degree of integration and synchronization will also be required among appropriate Service forces to conduct joint tactical actions at appropriate levels. Joint training, more interoperable systems and the elimination of seams between functional components will enhance this integration. For full integration in the strategic, operational and tactical domains greater coordination and collaboration must also extend to the interagency and to multinational partners.

Expeditionary²² describes those elements of the Joint Force that are rapidly deployable, employable and sustainable throughout the global battlespace regardless of anti-access, or area-denial environments²³ and independent of existing infrastructure. Designated elements based in the United States, abroad or forward deployed must be configured for immediate employment and sustained operations in austere environments. These forces must be capable of seamlessly transitioning to sustained operations as a crisis or conflict develops. Expeditionary also describes the Joint Force mindset. That mindset takes advantage of areas such as knowledge and maneuver and applies the appropriate capabilities of a balanced Joint Force.

Networked²⁴ describes a Joint Force that is linked and synchronized in time and purpose. The Joint Force capitalizes on information and near simultaneous dissemination to turn information into actions. Networked joint forces will increase operational effectiveness by allowing dispersed forces to more efficiently communicate, maneuver, share a common operating picture and achieve the desired end-state.

A networked Joint Force expands its reach. Reachback is the ability of the Joint Force to extend beyond organic capabilities to include fire support, sustainment and information. This network includes interagency, designated multinational partners, academic and industrial sources, and includes both technical linkages and personal relationships developed through training and habitual association. A networked Joint Force is able to maintain a more accurate presentation of the battlespace built on the ability to integrate intelligence, surveillance and reconnaissance, information and total asset visibility. This integrated picture allows the JFC to better employ the right capabilities, at the right place and at the right time. Fully networked forces are better able to conduct distributed operations.

Decentralized describes a Joint Force that leverages the power of integrated joint capabilities while operating in a joint manner at lower echelons. These

²¹ JTF headquarters may change significantly. This approach applies to whatever command and control element and/or structure may replace the current notion of a JTF. *Authors.*

²² NSS, 30.

²³ QDR 2001, 30.

²⁴ *Ibid.*, 32.

forces use collaborative planning and shared knowledge to empower subordinate commanders distributed across a noncontiguous battlespace to make decisions and take action. This requires shared knowledge of adversaries, friendly forces and the environment as well as a clear understanding of strategic objectives and commander's intent. Unique situational awareness, greater autonomy and increased freedom of action at lower levels enable subordinate commanders to compress decision cycles, seize the initiative and exploit fleeting opportunities.²⁵

Adaptable²⁶ describes a Joint Force prepared to quickly respond to any contingency with the appropriate capabilities mix. This requires versatile and agile forces that are tailorable and scalable for employment and able to adapt fundamental capabilities in a multi-use manner as mission requirements dictate without losing significant operational capability. Adaptability ensures that the Joint Force can rapidly shift from mission to mission.

Decision superiority is the state at which better-informed decisions are arrived at and implemented faster than an adversary can react, or in a non-combat situation, at a tempo that allows the force to shape the situation or react to changes and accomplish its mission. To facilitate decision superiority, the Joint Force must gain and maintain information superiority.

Decision Superiority: The objective of decision superiority is to turn an information advantage, i.e. information superiority, into a competitive advantage. Decision superiority uses a superior information position to create and enable highly effective actions, tactics, techniques and procedures (TTPs) or relationships that would not otherwise be possible. To facilitate decision superiority, the Joint Force must gain and maintain information superiority by applying joint capabilities developed in information operations, in the collaborative information environment, through shared situational awareness, and through intelligence, surveillance, and reconnaissance.

Information Superiority is an imbalance in one's favor in the information domain with respect to an adversary. The power of superiority in the information domain mandates that the United States fight for it as a first priority even before hostilities begin. This requires that the Joint Force develop doctrine, TTPs, organizational relationships and technologies to win this two-sided fight. The quality of the information position depends upon the accuracy, timeliness and relevance of information from all sources. A priority responsibility of command is to ensure access to all relevant information sources within and among all DOD organizations, and in coalition operations with mission partners. The continuous sharing of information from a variety of sources enables the fully networked Joint Force to achieve the shared situational awareness necessary for decision superiority.

²⁵ David S. Alberts, John J. Garstka, and Frederick P. Stein, *Network Centric Warfare: Developing and Leveraging Information Superiority*, 2d ed. (DoD C4ISR Cooperative Research Program, Washington, DC: August 1999), 121.

²⁶ Derived from *QDR 2001*, III and 17.

Lethality describes increased and refined joint force capabilities to destroy an adversary and/or his systems in all conditions and environments. It includes the use of kinetic and/or non-kinetic²⁷ means, while leveraging technological advances in greater precision and more devastating target effects²⁸ at both longer-ranges and in close combat.

Section 4. Subordinate Concepts. The JOpsC, JOCs, Joint Functional Concepts and Enabling Concepts represent an interrelated construct of concepts. In this construct of concepts, joint operating concepts, joint functional concepts, and enabling concepts are subordinate to the JOpsC. There is no hierarchy to operating, functional or enabling concepts - they must all inform and interrelate with each other. These subordinate concepts and future concepts will require Joint Requirements Oversight Council (JROC) approval to proceed into assessment by joint experimentation.

“A concept is a notion or statement of an idea—an expression of how something might be done.”²⁹ A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends). A concept may, after further development, experimentation, assessment and refinement, lead to an accepted way of doing something. It is only after an accepted concept has been validated and approved, with reasonable confidence, that it provides the basis for force planning.

JOCs, joint functional concepts and enabling concepts will be validated through joint experimentation and other rigorous analysis leading to a refined

Joint Operating Concept

A description of how a future Joint Force Commander will plan, prepare, deploy, employ, and sustain a joint force against potential adversaries' capabilities or crisis situations specified within the range of military operations. Joint Operating Concepts serve as “engines of transformation” to guide the development and integration of joint functional and Service concepts to describe joint capabilities. They describe the measurable detail needed to conduct experimentation, permit the development of measures of effectiveness, and allow decision makers to compare alternatives and make programmatic decisions.

concept for JROC approval. In order to implement a concept, Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) capability improvement recommendations will be developed and presented to the JROC for approval and tasking.

²⁷ Non-kinetic includes use of actions such as network and electronic attack or non-physical or non-chemical employment of action. *Authors*

²⁸ Our object in applying firepower must be to exploit its substantial paralytic effects to gain advantage. *Future War Anthology*, 15.

²⁹ CJCSI 3010.02A; A-4.

4.A. Joint Operating Concepts (JOCs). JOCs will further develop key areas of the JOpsC. Focusing at the operational-level, JOCs integrate functional and enabling concepts to describe how a JFC will plan, prepare, deploy, employ and sustain a joint force given a specific operation or combination of operations. The JOCs will also provide a detailed conceptual perspective for joint experimentation and assessment activities.

JOCs must be developed with a narrow scope to guide and describe the development of desired operational capabilities. These capabilities must be examined in terms of assumptions, attributes and metrics in order to identify tasks for the future Joint Force. JOCs must be written in measurable detail to allow for experimentation and let decision makers compare alternatives. JOCs must specifically address the potential means and ways they contribute to achieving the six 2001 QDR operational goals.

The Joint Chiefs of Staff and Transformation Planning Guidance have identified four broad initial joint operating concept categories, they are: major combat operations, stability operations, homeland security, and strategic deterrence. These and future JOCs will require JROC guidance for further development and validation.

Major Combat Operations (MCOs). MCOs achieve objectives by removing an adversary's ability to conduct military operations and creating acceptable political conditions for the cessation of hostilities and the imposition of US will. At the direction of the President, the Joint Force will simultaneously "swiftly defeat" two efforts, and, if necessary, win one of those efforts decisively. MCOs are conducted in a campaign consisting of sequential, parallel and simultaneous actions distributed throughout the physical, information and cognitive domains of the global battlespace. Operations will attempt to sustain an increased tempo, placing continuous pressure on the adversary, and will harmonize military action with the application of other instruments of national power. The campaign is designed to dismantle an adversary's system of offense and defense, preempt their freedom of action, destroy critical capabilities and as rapidly as possible isolate enemy forces. Thereby, the Joint Force will deny the adversary sanctuary, the ability to maneuver and reconstitute, and defeat or destroy them through the integrated application of air, ground, maritime, space and information capabilities.

Stability Operations. Stability operations are military operations in concert with the other elements of national power and multinational partners, to maintain or re-establish order and promote stability. These consist of global and regional military operations that establish, shape, maintain and refine relations with other nations. Included are operations to ensure the safety of American citizens and US interests while maintaining and improving the US ability to operate with multinational partners to deter hostile ambitions of potential aggressors. Stability operations help ensure unhindered access by

the US and its allies to a global economy. These operations may include a wide array of tasks from combat operations, in order to remove isolated pockets of resistance, to peace enforcement, or security cooperation activities.³⁰

Homeland Security (HLS). The highest priority of the United States is HLS. The military mission sets are homeland defense, civil support and emergency preparedness. Homeland defense will be the primary focus of the Homeland Security JOC. Military forces may execute assigned missions in circumstances of emergency, routine or extraordinary nature. The mission sets for homeland defense are aerospace, land and maritime defenses. These are operationalized through attack operations, active defense, passive defense and C4I. The mission sets for civil support are military assistance to civil authorities, military support to civilian law enforcement agencies and military assistance for civil disturbances.

Strategic Deterrence. Strategic deterrence encompasses the range of DOD efforts and capabilities to discourage aggression or coercion by potential adversaries. Strategic deterrence provides the President with a range of military options and capabilities intended to deter aggressors while requiring only modest reinforcement of forward-deployed and stationed forces from outside the theater. Strategic deterrence includes joint counterproliferation, defense against weapons of mass destruction, overseas presence, peacetime military engagement and nuclear and non-nuclear strike capabilities enhanced by global intelligence.

Joint Functional Concept

A description of how a future JFC will integrate a set of related military tasks to attain capabilities required across the range of military operations. Joint functional concepts derive specific context from the joint operating concepts and promote common attributes in sufficient detail to conduct experimentation and measure effectiveness.

4.B. Joint Functional Concepts. Using the Joint Operations Concepts and JOCs for their operational context, functional concepts amplify a particular military function and apply broadly across the ROMO. Individual functional concepts outline desired joint capabilities. The JROC will provide guidance for the joint functional concepts to ensure seamless development. The Joint Chiefs of Staff have identified five initial functional concept categories of Joint Command and Control (JC2), Battlespace Awareness, Force Application, Focused Logistics, and Protection. These and potential other functional concepts require JROC guidance for further development and validation through joint experimentation and assessment.

³⁰ Joint Requirements Oversight Council (JROC) MEMO 023-03, “*Interim Range of Military Operations (ROMO)*” (Washington, DC: 28 Jan 03).

4.C. Enabling Concepts. While still expressed in conceptual terms, enabling concepts are the most specific of all military concepts. Enabling concepts are descriptions of how particular tasks or procedures are performed within the context of broader functional areas. Enabling concepts must be developed, experimented on and validated with sufficient specific detail to directly link capabilities to military tasks. Although not the only enabling concepts, information, interagency, and multinational operations are integral enabling concepts that are intertwined throughout all operations. They crosscut functional and operating concepts.

4.C.1. Information Operations. In support of a joint campaign or national strategy, information operations are the integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception and operation security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision-making, while protecting our own.³¹ Information operations are a critical enabler to the functions of engagement, protection and C2.

4.C.2. Interagency. Operations which will enhance joint interagency coordination in each combatant command will facilitate and enable greater application of all elements of national power. This capability is developed through early integration of agency representatives to create an effective conduit for shared understanding enabling integrated decision-making between the Joint Force HQ and agencies. This capability integrates an interagency perspective in collaborative planning and execution. JFCs are made aware of agency planning, cultural sensitivities, support requirements, capabilities and limitations while in turn civilian agencies are made aware of the Joint Force operational requirements, concerns, capabilities and limitations.

The Joint Force, in coordination with interagency partners, must therefore develop a common concept to train and operate together on a routine basis. Commonly understood concepts, capabilities and TTPs will enable the Joint Force to achieve FSD. To develop the necessary integrated capabilities, interagency capabilities must become a part of the force-planning construct.

Joint Interagency Coordination Groups (JIACGs) at each combatant command HQ will significantly increase civilian and military coordination and enable a more complete understanding of policy decisions, missions and tasks and strategic and operational assessments. They enable collaboration to integrate the capabilities from all instruments of national power to more effectively achieve the desired end-state. The tools and relationships necessary to enable such coordination must be established before a crisis unfolds.

³¹ *Information Operations Roadmap* (Washington, DC: Sep 03).

4.C.3. Multinational Operations occur within the structure of an alliance or coalition and are a key aspect of future operations. Against the backdrop of an increasingly interdependent world, unilateral operations are becoming a thing of the past. Understanding this, the United States will continue to work with multinational partners. Security cooperation activities combined exercises and shared tools for planning reduces the past challenges of dissimilar training, equipment, technology, doctrine, culture and language associated with multinational operations.

Multinational partners provide unique capabilities that support military operations, enhance regional and cultural expertise and demonstrate international support for operations. Multinational involvement, with a unified purpose, enables the coordinated application of the instruments of international power to achieve the desired objectives. National liaison teams, equipped with tools to enable integration and collaboration, must form habitual training and operational relationships with the military forces of potential coalition partners. Seamless connectivity is enabled by established security cooperation relationships that are in place before a crisis occurs.

US security cooperation arrangements with other nations serve four major purposes. First, they reduce the potential for conflict by assuring allies of US resolve and communicating US intentions to dissuade potential adversaries. Second, they facilitate future US operations in regions that may otherwise be difficult to access enhancing readiness to counter coercive threats, deter aggression or defeat adversaries. Third, these arrangements support worldwide positioning of forces as a foundation for flexible and adaptive deployment, employment and sustainment. Fourth, they enable multinational operations that draw upon the adaptive capabilities of all friendly nations. To develop these integrated capabilities multinational operations must become a part of force-planning.

5. Addressing the Future (Near, Mid and Far-Term).

“We need to change not only the capabilities at our disposal, but also how we think about war. All the high-tech weapons in the world will not transform the US armed forces unless we also transform the way we think, the way we train, the way we exercise and the way we fight.”

SecDef Rumsfeld’s Remarks to National Defense University, 31 Jan 02

The procurement of future joint warfighting capabilities requires the development of capability improvement recommendations. Such recommendations can be based on Combatant Command and Service input, joint lessons learned, analytic agenda studies, experimentation on concepts, and other assessment insights.

Materiel capability improvements will be recommended in accordance with CJCSI 3170.01C, *Joint Capabilities Integration and Development System*. Non-materiel capability improvements will be recommended in accordance with CJCSI 3180.01, *Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations*. The objective of these capability recommendations, whether near-term or far-term, should clearly support the attributes of the future Joint Force as described in the JOpsC and the distilled capabilities as described in subordinate concepts.

5.A. Joint Tasks. To ascertain Joint Capabilities that can immediately direct the near and mid-term objectives of the Future Years Defense Plan, joint tasks must be determined on an annual basis. The Joint Chiefs of Staff, in coordination with the Services and Combatant Commands will prioritize a limited number of joint tasks, including capability prototypes, annually that are based on Combatant Commander input, experimentation and joint lessons learned. The joint tasks will be developed to meet the Joint Force objective of Full Spectrum Dominance as informed by the JOpsC. The joint tasks will primarily focus on joint military operations at the operational and strategic level of war and crisis resolution as informed by the JOCs. The development of these joint tasks will determine the division of Service responsibilities and permit the distillation of quick-win joint capabilities. The resulting Service responsibilities and capabilities from these joint tasks will serve to inform programming decisions and the Joint Capabilities Integration and Development System (JCIDS).

5.B. Concept Development, Experimentation, and Assessment. The JOpsC and the various supporting concepts will be developed and refined through the joint concept development and experimentation (JCDE) process as described in CJCSI 3010.02A, *Joint Vision Implementation Master Plan* and the Transformation Planning Guidance. US Joint Forces Command (USJFCOM) will ensure overall integration of joint concepts.³² The JROC approves proposed concepts, experiments and DOTMLPF changes.

Joint experimentation (JE) and assessment is designed to evaluate concepts, compare alternatives and provide observations, insights and actionable recommendations to senior decision-makers.

The Joint Staff and USJFCOM efforts will establish appropriate objectives, goals, scenarios, metrics and tasks to focus evaluation efforts.³³ The Chairman's JE Guidance provides a common pathway for JCDE to facilitate concept development and experimentation. The key goals of JE and

³² CJCSI 3010.02A; A-7.

³³ The process is described in CJCSI 3010.02A, *Joint Vision Implementation Master Plan*.
Authors.

assessment of joint concepts (JOpsC, JOCs, joint functional and enabling concepts) include:

- Gain insights and understanding of what concepts and capabilities are feasible given the current state of technology, potential developments, and integrated effects with other technologies.
- Establish measures of effectiveness to achieving the desired capabilities outlined in FSD. Permit the exploration and co-evolution of new concepts, processes, capabilities, doctrine and technologies for the future joint environment.
- Provide a cohesive JCDE environment through the integration of Service, joint, multinational and interagency experiments.
- Leverage Defense Planning Scenarios (DPS) in experimentation. DPS's will set the conditions and standards to enable experimentation to look at:
 - The global nature of warfare
 - The need for "campaign quality" concepts (pre-conflict through post-conflict)
 - The varying environmental conditions across the ROMO
 - Operations within a strategic context that includes other instruments of national power

The Joint Staff and USJFCOM will identify the critical measures of effectiveness and establish a model to demonstrate changes from current to future capabilities to validate emerging concepts.

5.C. Potential Capabilities-Based DOTMLPF Considerations.

Transformation is a continuous process. Therefore, DoD must develop methods that assess legacy and proposed systems and define required joint capabilities. The process must validate capabilities, considering the full range of DOTMLPF solutions to advance joint warfighting, and field the capabilities required to deter and defeat the adversaries. The following considerations should be examined during initial concept development and assessment: doctrine, organization, training, materiel, leadership and education, personnel and facilities.

5.C.1. Doctrine. The joint doctrine process must evolve, become more efficient and streamlined, and be more directly linked to the concept

development and experimentation process.³⁴ Once approved by the JROC, doctrine change recommendations, based on joint experimentations, must be incorporated into doctrine without delay. This process may develop joint and multinational doctrine during the JCDE cycle. Services, combatant commanders and combat support agencies should be fully involved in the doctrine process.

5.C.2. Organization. DOD has initiated Unified Command Plan (UCP) changes as part of its adaptation to the strategic environment. The Joint Staff and combatant commands must examine organizational and technological changes needed to fully integrate interagency and multinational partners. A more formalized and direct force-provider relationship among USJFCOM, US Special Operations Command and the Services must be examined to enable more flexible and responsive deployment and employment of joint capabilities.

Additional organizational changes will take place at the operational level. The Joint Force must be organized into tailorable capabilities-based force packages for employment designed to produce a set of synergistic joint capabilities not currently available to the JFC. These force packages will not necessarily be based on previous unit configurations. They must be capable of “plugging” into an adaptable standing joint C2 structure for immediate employment by the JFC.

5.C.3. Training.³⁵ Joint training and exercises are essential to building a joint team that includes interagency and multinational partners. Tough realistic training will be necessary to forge teams and foster a joint mindset between leaders and within staffs. Capabilities-based force packages, designated as components and not permanently assigned, will conduct routine training exercises in the live, virtual and constructive training environments. Joint training scenarios should be built around an adaptive and complex opposing force or a dynamic crisis situation that may be conducted in a “free play” environment that stresses the JFCs, their staffs and leaders to the point of failure. Training will be based on lessons learned and designed to improve adaptability to the challenges posed in dynamic and uncertain environments. Establishing a Joint National Training Capability (JNTC) will contribute to the training, observation and assessment programs.

5.C.4. Materiel. Technological advances will continue to affect the transformation of the Joint Force. They help bridge the gap between current and future joint capabilities. Concepts help identify new ways of exploiting technological advances. The Department of Defense needs an improved process of identifying critical materiel solutions based on joint criteria and approved measures of effectiveness. This process must be responsive and

³⁴ QDR 2001, 37.

³⁵ QDR 2001, 46.

adaptive to support modernization needs and rapid technological breakthroughs.

5.C.5. Leadership and Education. Leadership development will remain the foundation of institutionalized transformation and innovation. Decentralized execution in an uncertain operating environment requires adaptive, innovative and decisive leaders. Leadership education and training will focus on developing skilled and knowledgeable leaders capable of meeting the increasingly complex requirements of joint operations. Personnel must expand their understanding of individual, Service and joint core competencies. Joint professional military education provided throughout the careers of both officers and enlisted will broaden their understanding of the uncertain strategic and operational environments. Education and leadership development must prepare leaders to succeed in chaotic environments.

There must be a link between education and the “characteristics and conduct”³⁶ of the future Joint Force. The Joint Force must develop joint operational level leaders capable of synergistically combining the emerging capabilities in time, space and purpose to accomplish the operational or strategic objectives. Joint operational leaders must fully understand the operational strategy and be capable of designing an integrated approach in support of the other instruments of national power. The development of leaders grounded in both the art and science of joint operations must begin very early in the military education process.

Commander’s intent will have greater significance for the future Joint Force leadership. Senior leaders must ensure that command intent is better communicated to all relevant subordinate commands. Junior leaders will need to acquire a better understanding of the importance of that intent and operate within that intent to achieve overall strategic objectives.

5.C.6. Personnel. People are the cornerstone of the future Joint Force. The Armed Forces of the United States must continue to recruit men and women of character who embody the American culture and possess the drive and innovation needed to protect our freedom. The Joint Force will recruit and retain those who are willing to bear the hardships of combat and those who are willing to be integral parts of a joint team that adapts to the demands of any mission.

5.C.7. Facilities. The Department of Defense must optimize its infrastructure both at home and abroad. To conduct fully integrated operations, joint facilities must be developed that support and exercise the integration desired in daily activities. Service facilities must be seamlessly connected to these joint facilities to foster a joint culture and collaboration on ideas, doctrine, plans

³⁶ JW&CR White Paper, 5, 6, 17 – 43.

and training. To plan and operate effectively in a global common operational network, training must start today by linking combatant commands, Services, and multinational, interagency and industrial partners.

Section 6. Conclusion.

“And let there be no doubt, in the years ahead it is likely that we will be surprised again by new adversaries who may also strike in unexpected ways. And as they gain access to weapons of increasing power--and let there be no doubt but that they are--these attacks will grow vastly more deadly than those we suffered several months ago. Our challenge in this new century is a difficult one. It's really to prepare to defend our nation against the unknown, the uncertain and what we have to understand will be the unexpected. That may seem on the face of it an impossible task, but it is not.”

SecDef Rumsfeld

The JOpsC guides future Joint Force planning and will help clarify the conduct of joint operations across the ROMO in a multinational and interagency context. It provides critical links to other strategic guidance, it provides the key attributes of the future Joint Force, and it provides the conceptual framework for developing joint operating, joint functional and enabling concepts. It focuses the Department of Defense in exploiting available and emerging ideas and technologies to change the organization, planning, preparation and conduct of operations. Implementation of the JOpsC will result in transformational changes to meet the President's challenge, “Every dollar of defense spending must meet a single test: It must help us build the decisive power we will need to win the wars of the future.”³⁷

³⁷ Speech by President George W. Bush to the Citadel, 11 December 2001. *White House Website* [Cited September 2002]. Available from <http://www.whitehouse.gov>.

Glossary

C2	command and control
C4I	command, control, communications, computers and intelligence
CBRNE	chemical, biological, radiological, nuclear, and/or high-yield explosive
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel and facilities
FSD	full spectrum dominance
HQ	headquarters
JCDE	joint concept development and experimentation
JE	joint experimentation
JFC	Joint Force Commander
JIACGS	joint interagency coordination groups
JIMP	Joint Vision Implementation Master Plan
JNTC	Joint National Training Capability
JOCs	Joint Operating Concepts
JOpsC	Joint Operations Concepts
JP	joint publication
JROC	Joint Requirements Oversight Council
JTF	joint task force
MCO	major combat operation
MS	Military Strategy
NSS	National Security Strategy
QDR	Quadrennial Defense Review
ROMO	Range of Military Operations
TTPs	tactics, techniques, and procedures
UCP	Unified Command Plan
USJFCOM	United States Joint Forces Command
USSOCOM	United States Special Operations Command



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