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## Joint Vision 2010

by

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## Joint Vision 2010

"Joint Vision 2010 is the conceptual template for how America's Armed Forces will channel the vitality and innovation of our people and leverage technological opportunities to achieve new levels of effectiveness in joint warfighting."

The new insight offered in Joint Vision 2010 is in the title. The key is the word "Joint." For many years, the military services have developed a sense of pride in each of their respective unique capabilities. To be honest, there has been a sense of competition.

Unfortunately, this sense of competition has led to an environment of minimal cooperation in the services including competition for missions. Congressional oversight of procurement has been the norm in the past few years to ensure minimization of duplication in service procurements and duplication of capabilities in procurements. This type of competition has, in the past, contributed to duplication of effort in building weapons and communication systems to include stovepipe communication capabilities within the individual services.

In the past, the services could make valid arguments for separate communication systems, e.g., security, operational effectiveness. However, the state-of-the-art of communication systems and the military superiority potential of a cohesive military argues for a different solution beyond the year 2000.

In Joint Vision 2010, General Shalikashvili suggests an "operationally based template for the evolution" of interoperability between the services.

General Shalikashvili devotes the first 18 pages of Joint Vision 2010 to a discussion of technology advances and the anticipated military operational environment to build the case requiring more cohesive joint planning and operations.

General Shalikashvili proposes four operational concepts:

1. Dominant Maneuver

Dominant maneuver is described as the "multidimensional application of information, engagement, and mobility capabilities to position and employ widely dispersed joint air, land, sea, and space forces to accomplish the assigned operational tasks."

2. Precision Engagement

Precision Engagement is defined as consisting of a "system of systems that enables our forces to locate the objective or target, provide responsible command and control, generate the desired effect, assess our level of success, and retain the flexibility to reengage with precision when required."

### 3. Full Dimensional Protection

Although General Shalikashvili does not define full dimensional protection, it is clear that full dimensional protection includes protection of information, resources, and assets from the theater to the individual level.

### 4. Focused Logistics

The concept of focused logistics is to provide the responsiveness required to optimize the prior three operational concepts. Focused means "responsive, flexible, and precise."

General Shalikashvili argues that acceptance and implementation of these operational concepts will lead to Full Spectrum dominance. It is clear from the discussion of these operational concepts that the first three can only be achieved (implemented) via joint operations.

Subsequent to the exposition of the operational concepts, the General returns to the message of inspiring jointness among the services. He appropriately makes the case that the future military leaders must be schooled in joint operations from the beginning of their careers. He states that these leaders will require a knowledge of all four services without sacrificing their basic service competencies. While this assertion is true and necessary, this will probably be the most difficult transition. In the past, joint assignments have not proven to be a positive step in career progression for the career minded military officer. For Joint Vision 2010 to be successful, the Joint Chiefs will have to effect a program which will not only result in career officers seeking joint assignments, but result in a joint assignment being a positive influence in promotion considerations.

The endeavor which must now be undertaken is to promote a cultural change within the services. This cultured change requires a different mind set in several areas.

First, the services must begin to view themselves as parts or organs of a single body. Each service being more effective as a member than standalone.

Second, the officers of each service from the Chief of Staff, down to junior grade officers, must accept and promote a team spirit vs competition with the other services.

Third, to bring about the first two changes, the Joint Chiefs must implement a policy which rewards "joint" thinking and "joint" actions.