

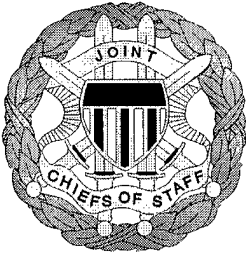
CJCSI 3010.02
9 December 1998

***JOINT VISION* IMPLEMENTATION MASTER PLAN**



**JOINT STAFF
WASHINGTON, D.C. 20318-0300**

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

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9 December 1998

JOINT VISION IMPLEMENTATION MASTER PLAN

- References:
- a. CJCSI 3010.01, "Chairman's Joint Vision 2010 Implementation Policy," 10 October 1996
 - b. *Joint Vision 2010*, July 1996
 - c. Title 10, United States Code, Armed Forces
 - d. USCINCCOM Joint Warfighting Experimentation Charter, 15 May 1998.

1. Purpose. This instruction conveys the Joint Vision Implementation Master Plan as directed by *JV 2010* implementation policy (reference a). The plan provides joint policy and guidance for implementation of the Chairman of the Joint Chiefs of Staff's (CJCS) long-range vision document, *Joint Vision 2010* (reference b), and subsequent CJCS Joint Vision documents.

2. Cancellation. None.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and multinational activities responsive to the Chairman of the Joint Chiefs of Staff.

4. Policy. Under Section 153 of reference (c), the Chairman of the Joint Chiefs of Staff is charged by law to: (a) assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces, (b) conduct net assessments to determine the capabilities of the Armed Forces of the United States, and (c) provide the Secretary of Defense with advice on requirements, programs, and budget. The policy contained herein establishes a comprehensive, joint process that will assist the Chairman in the execution of these responsibilities.

5. Definitions. See Glossary in Enclosure.

6. Responsibilities. This instruction prescribes implementation of Joint Visions through a concepts-based process. The enclosure describes the implementation process and assigns responsibilities to guide joint assessment and experimentation efforts. Reference (d) designates USCINCOM as the Executive Agent for Joint Experimentation.

7. Revisions. This instruction will be revised and updated annually. Submit recommended changes to this policy/plan to the Joint Staff, J-7, Joint Doctrine Division, Washington D.C. 20318-7000 or to the USACOM, J9, Norfolk, VA 23551-2488.

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/doctrine/jel/cjcsd.htm>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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

For the Chairman of the Joint Chiefs of Staff:



Dennis C. Blair
Vice Admiral, U.S. Navy
Director, Joint Staff

Enclosure: Joint Vision Implementation Master Plan

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JOINT VISION IMPLEMENTATION MASTER PLAN

1. INTRODUCTION

a. Purpose. The purpose of Joint Vision implementation is to meet the critical security challenges of the future by transforming the Armed Forces into a joint force capable of meeting the requirements of 21st century operations. Implementation will enable a Revolution in Military Affairs (RMA) through a continuous, three-fold process of (1) Concept Development, (2) Assessment, and (3) Integration. The Joint Vision Implementation Master Plan (JIMP) contains guidance on the implementation process, project management, long range planning, and defines roles and responsibilities. This plan recognizes that 2010 is a "waypoint", not an "endpoint", and that the development, assessment, and integration of emerging concepts and capabilities is a continuous, never ending journey of discovery.

b. Vision

(1) *Joint Vision 2010* is the conceptual template for how America's Armed Forces will channel the vitality and innovation of our people while leveraging technology to achieve new levels of effectiveness in future joint operations. The vision articulates a means of achieving dominance across the range of military operations by providing a common direction for developing Service-unique capabilities that operate synergistically in a framework of joint doctrine and programs. It is responsive to the challenges envisioned in the dynamic strategic environment described in the Joint Strategy Review (JSR).

(2) The current vision (*JV 2010*) expresses how Technological Innovation (TI) and Information Superiority (IS) will enable four new operational concepts: Dominant Maneuver (DM), Precision Engagement (PE), Full Dimensional Protection (FDP), and Focused Logistics (FL). The synergy of these new operational concepts defines the endstate of the vision - Full Spectrum Dominance (FSD), the ability to dominate the full range of military operations from humanitarian assistance, through peace operations, up to and into the highest intensity conflict. The *Concept for Future Joint Operations (CFJO)* expands on the vision's key ideas and discusses how future commanders may employ the military art in achieving *JV 2010* capabilities. Subsequent vision documents may amplify these new operational concepts.

(3) The transformation of these new operational concepts into joint capabilities requires co-evolving the vision's six critical considerations: joint

doctrine, agile organizations, joint training and education, enhanced materiel, innovative leadership, and high quality people (DOTMLP). Co-evolution requires continuous examination of each consideration throughout concept development, assessment, and integration.

c. Mission. The joint community will implement joint visions to transform future concepts and desired operational capabilities into fielded joint warfighting capabilities, employing the Armed Forces across the range of military operations to protect the Nation's interests.

d. Strategic Guidance

(1) *JV 20xx*, the Chairman's Guidance (CG), and the National Military Strategy (NMS) are the three Joint Strategic Planning System (JSPS) components that provide strategic direction – the common thread that integrates and synchronizes activities of the Joint Staff, combatant commands, and Services – for the Armed Forces. *JV 2010* is the current long-range vision that provides a common focal point for future planning and serves as front-end guidance for defense planning systems, processes, budgets, and programs aimed at achieving future joint warfighting capabilities. *JV 2010* is the benchmark for Service, combatant command, and Defense agency visions. The implementation of *JV 2010* is key to the "prepare now" element of the National Security Strategy (NSS) and NMS.

(2) The vision provides the conceptual template and framework for developing future concepts and capabilities and thereby serves as a "measure of merit" by which Service and Defense agency programs will be assessed. Based on joint vision strategic planning priorities, objectives, and assessment results, the Chairman of the Joint Chiefs of Staff will provide advice through the Joint Planning Document (JPD), the Chairman's Program Recommendation (CPR), and the Chairman's Program Assessment (CPA). Similarly, joint vision assessment results will inform and provide input to the Joint Warfighting Capability Assessment (JWCA) process, the Joint Requirement Oversight Council (JROC), the Joint Doctrine System, the Joint Training System, Joint Professional Military Education (JPME), the Joint Military Personnel System, the Defense Planning Guidance (DPG), the Joint Intelligence Guidance, the Joint Warfighting Science and Technology Plan (JWSTP), Service/Defense agency Program Objective Memoranda (POM), Quadrennial Defense Reviews (QDR), and other key documents and processes.

e. Goals. The goals of implementation are to:

(1) Field joint operational capabilities that will ensure US Armed Forces are persuasive in peace, decisive in war, and preeminent in any form of conflict.

(2) Develop an Armed Force capable of achieving Full Spectrum Dominance – the ability to dominate an adversary across the full range of military operations.

(3) Transform the current force to realize the full potential and promise of the Information Revolution and Revolution in Military Affairs while supporting the execution of the National Security Strategy and the protection of US interests in a dynamic security environment.

(4) “Prepare Now” for an uncertain future through a deliberate Joint Vision implementation process that balances modernization, on-going mission responsibilities, and current readiness.

(5) Provide joint concepts and capabilities necessary for harmonization and integration of the Service components in the battlespace.

f. Strategy. The implementation of a Joint Vision relies on the following guiding principles:

(1) Explore revolutionary ideas through an evolutionary process to achieve the right capabilities.

(2) Co-evolve joint doctrine, organization, training and education, materiel, leadership, and people to effect change.

(3) Modify current processes and systems in order to create a fully integrated joint concepts-to-requirements system capable of effectively building future joint capabilities.

(4) Leverage Service core competencies.

(5) Synchronize and integrate ongoing Service, CINC, Defense agency, and OSD assessment efforts and programs.

(6) Conduct aggressive joint experimentation through the Secretary of Defense-designated Joint Experimentation Executive Agent, USCINACOM, to explore the full potential of emerging operational concepts and technology.

g. Objectives. The following are near term (1999-2000) objectives that support the goals of *JV 2010* implementation:

(1) Establish and institutionalize the process for Joint Experimentation.

(2) Standup a fully capable joint concept development and experimentation organization within USACOM.

(3) Identify and institutionalize the process of resourcing *JV 2010* assessments.

(4) Modify the integration process so that insights from joint concepts and experimentation can be effectively translated into joint requirements and ultimately the development and fielding of future joint capabilities.

2. IMPLEMENTATION PROCESS

a. Process Description. Implementation consists of three closely related, iterative, continuous components: (1) Concept Development, composed of both a concept development element and a task analysis element, (2) Concept and Capabilities Exploration and Assessment, and (3) Integration. The Concept Development component develops, with Service coordination, new joint operational concepts to be assessed during experimentation. The task analysis element links the concepts to desired operational tasks and capabilities. The Concept and Capabilities Exploration and Assessment component examines and evaluates alternatives necessary to achieve the Desired Operational Capabilities (DOC), and articulates lessons learned in terms of changes to DOTMLP. The Integration component enables senior leaders of the Joint Staff, Services, DOD agencies, and CINCs to validate assessment results and initiate the process for effecting changes to DOTMLP. Figure 1 depicts the Joint Vision Implementation Process. Although depicted linearly, all three components are part of a spiral development process in which each provides feedback to the others as concepts and capabilities are developed, refined, and validated.

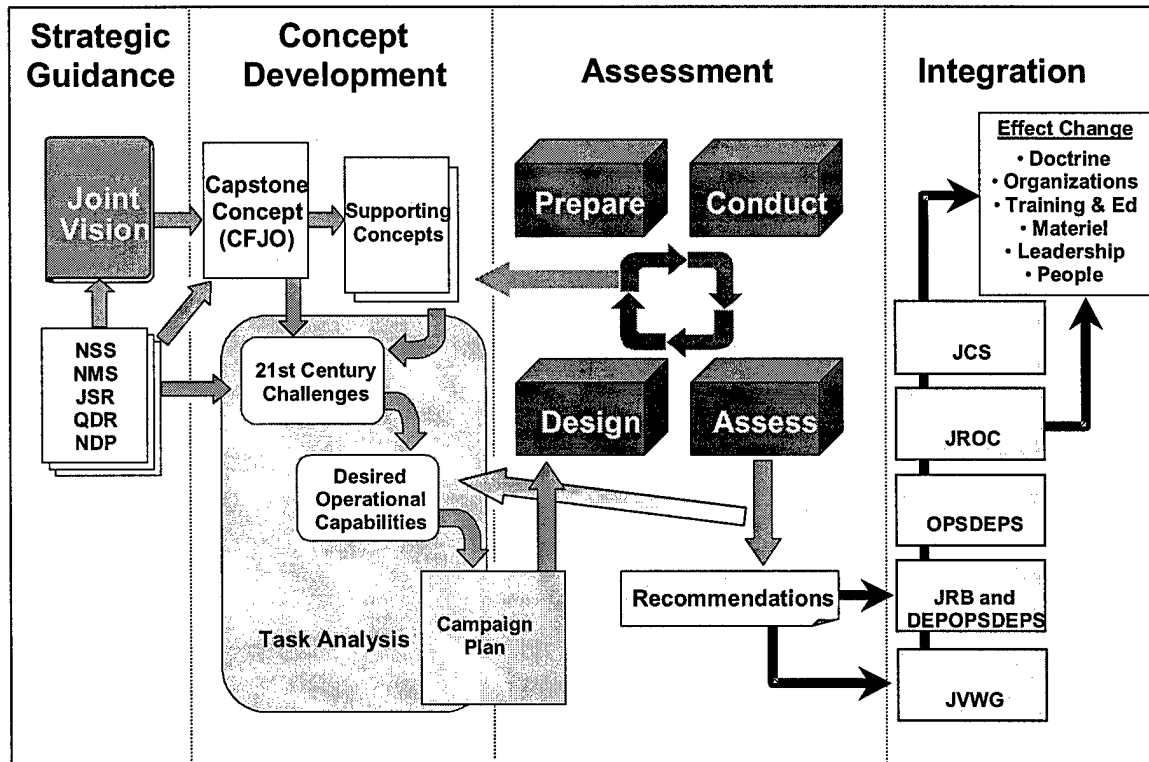


Figure 1: Joint Vision Implementation Process

b. Concept Development

(1) A concept is a notion or statement of an idea—an expression of how something might be done—that can lead to an accepted procedure. The concept development element is a continuous, iterative process of forming new ideas that describe the application of future joint warfighting capabilities. The Chairman’s vision provides a starting point for describing new operational concepts. Development of the *CFJO* was the first effort to expand *JV 2010* in greater detail and describe future operations in an environment consistent with the *JSR*. The broad concepts contained in these documents, along with Service visions, other strategy documents, and futures studies, provide the basis for the task analysis process, an element of concept development. Concept development can focus in several different areas by producing:

(a) Far-term, revolutionary operational concepts and processes that have the potential to drive and leverage new and emerging technology, reshape America’s military for the future, and result in a Revolution in Military Affairs.

(b) Mid-term, evolutionary operational concepts and processes related to the implementation of *JV 2010* and subsequent Joint Visions.

(c) Near-term, innovative operational concepts and processes that enhance the capabilities of existing forces through the application of off-the-shelf technology solutions and new force and system-employment ideas.

(2) Concept development occurs at many points and levels throughout joint vision implementation, resulting in different types of concept papers. Three types directly related to the implementation of current and future joint visions are Capstone Concepts, related "integrating" concepts, and "employment" concepts. Since CJCS vision documents are relatively broad but brief by nature, these concepts provide the additional level of conceptual foundation necessary for efficient joint assessment and experimentation. Although concept refinement continues throughout assessment and experimentation, Capstone and "integrating" concepts are typically developed early in the vision implementation process. "Employment" concepts are typically developed to support specific assessment events such as joint warfighting experiments. In addition to supporting joint vision implementation, "employment" concepts could also explore specific near- and mid-term conceptual ideas and capabilities independent of the current joint vision. Hence, "employment" concepts can focus on new ways of using existing and emerging capabilities in a manner that can be explored readily in the joint experimentation program and thereby affect joint doctrine in the near term.

(a) Capstone Concept. This document provides the next level of resolution below the CJCS Joint Vision. It amplifies the Vision's key ideas to provide a more detailed foundation for follow-on capabilities assessment and experimentation. Its focus is on the employment of joint forces in missions across the range of military operations. When CJCS updates Joint Vision, USACOM in collaboration and coordination with the joint community will incorporate new precepts of the Joint Vision into the capstone concept for joint experimentation. A revolutionary capstone concept also could be developed in the absence of a far-term vision document to capture emerging ideas from ongoing RMA work.

(b) Integrating Concept. This amplifies a key area of the capstone concept in order to provide a more detailed operational-level perspective for joint experimentation. Integrating concepts typically focus on capabilities of forces rather than on specific systems. They are linked to the Vision through the capstone concept. Likewise, revolutionary-integrating concepts could amplify specific RMA areas.

(c) Employment Concept. This document focuses on the employment of a system, a system of systems, or a specific technology area.

An employment concept can also amplify a particular function (such as a concept that describes new ways of conducting joint fire support using existing capabilities). It is often developed as a component of (or in support of) the definition and documentation phases for Capstone Requirements Documents and Operational Requirements Documents (part of the Requirements Generation System). Individual employment concepts can provide the detail required for specific experiments.

(3) USACOM, in collaboration and coordination with the joint community, will create new joint warfighting and operational concepts to serve as the basis for exploring future joint capabilities and operations through assessments and experimentation. Additional potential concepts may be provided by OSD, the Joint Staff, Services, other combatant commands, Defense agencies, the private sector, and other sources for USACOM exploration. USACOM will ensure the overall integration of joint concepts and refine them based on assessment results. Using a spiral development approach, that is, simultaneously co-evolving the key DOTMLP characteristics, USACOM will create and explore new joint warfighting concepts for assessment and experimentation and refine operational concepts and capabilities based on assessment results. Expanded joint concepts will provide the basis for generating a long-term experimentation program. Within their area of responsibility, CJCS-designated Coordinating Authorities (CAs) and designated Service representatives will participate with USACOM's continuous concept development, refinement, and exploration and monitor progress in support of CJCS oversight.

(4) The Task Analysis phase of the Implementation Process (Figure 1) will support the determination of Joint Vision DOCs and potential mission needs. CAs participate in a collaborative effort with USACOM, other CINCs, Defense agencies, and the Services to identify 21st Century Challenges and DOCs. As necessary, CAs conduct mission area analyses (MAA) and mission need assessments (MNA) to analyze potential organizational, doctrinal, and technological opportunities to significantly enhance the conduct of future operations and to determine future operational needs. When a new need is determined, a Mission Need Statement (MNS) will be developed for JROC validation and subsequent concept exploration. The following products result from the Task Analysis element:

(a) 21st Century Challenges. A security challenge relevant to the future environment consists of a statement of the issue, a description of the future environment, and a postulate that links the challenge to operational concepts. Challenges serve as compelling rationale for investigating desired operational capabilities. CAs lead collaborative teams including USACOM, Service, Defense agency, and combatant command representatives to develop new challenges or modify those currently approved. The Joint Staff, J-7,

formally staffs challenges. CJCS prioritizes 21st Century Challenges to guide the USCINCCOM Joint Experimentation program. Priority will be given to those breakthrough challenges identified as the most leveraging and demanding for the future force. New challenges or revisions to approved challenges are based on changes in national military strategy, future strategic environment, and new vision documents. The list of currently approved 21st Century Challenges is in Appendix A. A sample challenge is in Appendix B.

(b) Desired Operational Capabilities (DOC). A DOC is a concept-based statement of the operational capabilities required to satisfy a Joint Force Commander's needs in 2010 and beyond and meet 21st Century Challenge requirements. A fully articulated DOC is expressed in terms of subordinate tasks, associated conditions, criteria for measurement, and potential means to accomplish the task. DOCs specify operational capabilities in terms of what must be done, not how to do it. They are the products of an examination of the future operational environment and 21st Century Challenges. USACOM leads collaborative efforts with Joint Staff CAs, USACOM, other combatant commands, and the Services to identify DOCs. This process is iterative and allows the opportunity for reassessment of desired operational capabilities as changes to technology and the operational environment become apparent and new Challenges are developed. Each DOC is assigned a primary CA sponsor for monitoring. The Joint Staff, J-7, formally staffs integrated DOCs. The list of current DOC titles is in Appendix C and a sample DOC is in Appendix D.

(c) Mission Need Statement (MNS). A MNS is a formatted non-system specific statement containing operational needs and written in broad operational terms. It describes required operational capabilities and constraints to be studied during the Concept Exploration and Definition Phase.

c. Concept and Capabilities Exploration and Assessment

(1) Joint Vision assessment is a process to define, evaluate, and demonstrate those operational concepts and materiel/nonmateriel requirements necessary to meet mission needs. This process will explore concepts that address challenges and DOCs in order to identify the DOTMLP recommendations for change necessary to create the future force. Assessments are a collaborative effort among USACOM, Services, other combatant commands, Defense agencies, and the Joint Staff.

(2) The Chairman of the Joint Chiefs of Staff will:

(a) Provide guidance to USCINCCOM on development of the USACOM Joint Experimentation program and future warfighting concept development.

(b) Prioritize 21st Century Challenges to guide USACOM Campaign Plan development.

(c) Approve USACOM annual Joint Experimentation Campaign Plan.

(3) Upon consultation, Services, Defense agencies, or other combatant commands other than USCINCCOM may be designated the sponsor and lead for some assessment events. USACOM or Joint Staff CAs in coordination with each assessment event sponsor will determine responsibility for conducting the assessment and reporting the results. USACOM is responsible for providing collective assessment of multiple events and the continual refinement of operational concepts. Within their area of responsibility, CAs will monitor the execution of USACOM's Joint Experimentation program and *JV 2010* implementation. The output of these assessments and experiments articulate potential DOTMLP implications for change.

(4) USACOM will also receive Joint Vision-related, JROC-validated MNS for concept exploration. The output of MNS-related concept exploration may be a Capstone Requirements Document (CRD) addressing materiel and/or non-materiel requirements.

(5) The key goals of joint assessments and experimentation include:

(a) Gain insights and an understanding of what concepts and capabilities are in the "realm of the possible" given the significant improvements in information technologies.

(b) Permit the exploration and co-evolution of new concepts, processes, capabilities, technologies, doctrine, and organizational structures in a future joint environment.

(c) Provide for the integrated exploration of individual Service, combatant commands, and Defense agency experimentation results through culminating joint assessment events.

(6) Establishing Assessment Events. The collective set of DOCs are used to identify assessment requirements. Assessment requirements for all challenges are integrated in order to identify the minimum number of events and to maximize the use of limited resources. Assessment events may leverage existing, planned events or be designed specifically for the purpose of assessing Joint Vision concepts or capabilities. Assessment events provide opportunities for investigating and identifying alternatives to satisfy and validate CA DOCs. When an existing event which could serve as a *JV 2010* assessment event is

identified, coordination with the event sponsor is required to integrate specific assessment needs with the event. A detailed collection plan ensures the requisite data is captured. For events not yet designed, *JV 2010* assessment needs, including data collection, may be designed into the event from the outset. The Joint Warfighting Capability Objective (JWCO) roadmaps found in the Joint Warfighting Science and Technology Plan provide a good source for locating ATDs and ACTDs that support the assessment process. Each JWCO has been validated by the JROC and the roadmaps contain ATDs and ACTDs that support the achievement of JROC-validated capabilities for *JV 2010*.

(7) Types of Assessment Events. The following types of events can be used to develop, refine, and validate concepts and associated capabilities.

(a) Studies. The close and careful examination of a given subject to increase understanding and knowledge of that subject. For the purpose of Joint Vision assessments, studies represent an inexpensive and broad resource mechanism for identifying areas of possible exploitation and analysis.

(b) Wargames. Carefully constructed simulations in that experienced civilian and military players, normally organized into teams representing various nations, must make decisions regarding the use of force, formation of alliances, implementation of national military strategies, and introduction of weapons systems and operational procedures in the context of possible future conflict scenarios. Used to explore a future security environment and the relative merits of alternative concept for meeting critical military challenges over the longer term, they can be invaluable guides to concept development and refinement.

(c) Modeling and Simulations. A technique for testing or analyzing a logical representation of a system, entity, phenomenon or process. For the purpose of Joint Vision assessments, modeling and simulations will provide readily available, operationally valid environments for use by warfighters to explore concepts and refine capability requirements in preparation for field experimentation.

(d) Advanced Technology Demonstration (ATD). The demonstration of advanced technologies with the potential for enhancing military operational capabilities or cost effectiveness, characterized by four parameters: large scale, both in resources and complexity; user involvement from planning to final documentation; specific cost, schedule and metrics; and a clearly defined transition target. For the purpose of Joint Vision assessments, ATDs may be incorporated into experiments or conducted as a stand-alone product, and would be especially useful in identifying the feasibility of radically new concepts and/or architectures.

(e) Advanced Concept Technology Demonstration (ACTD). The early and inexpensive evaluation of mature advanced technologies by warfighters to determine military utility. ACTDs are structured and executed so that, when successful, formal acquisition can be rapidly initiated. For the purpose of Joint Vision assessments, ACTDs may be embedded within joint or Service experiments to assess integration of new and/or revised operational concepts.

(f) Exercises. CPX and FTX type venues that can provide some limited ability for experimentation. Exercises by their nature are intended as training events to maintain current CINC capabilities. Carefully constructed exercises can, however, provide opportunities for parallel experimentation using fully trained and deployed troops.

(g) Advanced Warfighting Experiment (AWE). Service experiments involving carefully formulated hypotheses or operational concepts, which are examined empirically, to show how those concepts can co-evolve to provide major improvements in future capability. AWEs may involve virtual, constructive, and/or live simulations, or be embedded in joint force exercises.

(h) Joint Warfighting Experiment (JWE). Joint large-scale culminating events that integrate related Service, combatant command, and other joint assessments of Joint Vision concepts and capabilities in a variety of scenarios across the full range of military operations. JWEs employ constructive, virtual, and/or live simulations often embedded in a joint force exercise. The results of these experiments will confirm, refute, or modify the capabilities required by the 2010 force.

(i) Joint Warfighting Interoperability Demonstrations (JWID). A means to demonstrate technology that could help implementation of *JV 2010*.

(j) Joint Test and Evaluation (JT&E) and CINC Field Assessments (CFA). Both JT&E and CFAs that bring warfighting capabilities into use for DOD forces.

(k) Real World Operations. Important for testing operational concepts under fire. When required, combat conditions can be a perfect stage for assessment and concept validation.

(8) Assessment Cycle. There are four steps in the life cycle of an assessment event, (1) design, (2) prepare, (3) conduct, and (4) assess. Before an experiment or assessment is contemplated, consider whether or not an event is needed, if the desired information can be found elsewhere, and whether there are sufficient resources available.

(9) Individual and Collective Assessment. Assessment event results are collected in accordance with the collection plan for each event and reported to the CAs in a standard, USACOM-developed format so that results can be compared. CAs, in collaboration and coordination with the joint community, will participate with USACOM and event sponsors in collective assessment of experimentation results to develop a single set of recommended changes to DOTMLP. These recommendations, once reviewed by the OpsDeps and validated by the JROC, represent potential operational capabilities needed by future forces. The recommendations could form the basis for changes to doctrine, organizations, training and education, materiel, developing future leaders, and recruiting high quality people (DOTMLP).

(10) Joint Experimentation. Many assessment events conducted throughout the assessment phase will take the form of joint experiments that explore and assess Joint Vision concepts and DOCs in a future joint environment. While joint experiments rely on fielded systems, commercial off-the-shelf technologies (COTS), prototypes, advanced technologies, and surrogate systems, they are more than technology infusions or demonstrations. Experiments permit the simultaneous examination of operational concepts, organizational structures, and emerging technologies. The experimentation process may include numerous events, including real-world operations, and individual experiments that progressively refine, develop, and validate specific operational concepts and capabilities. When experiments are embedded in joint exercises, the experimentation goals will likely differ from training or readiness objectives. Advanced planning and coordination are required to ensure assessment and training objectives are properly integrated. Additional resources may need to be allocated if the joint experimentation goals add significant requirements to the joint exercise. Joint experimentation is a critical adjunct to existing and planned Service, combatant command, Joint Staff, and Defense agency experiments. A key element in joint experimentation is to provide the necessary rigor to thoroughly challenge new ideas and concepts. As the Executive Agent for Joint Experimentation, USCINACOM is responsible for the design and execution of joint experiments.

d. Integration

(1) The coordinated set of recommendations resulting from the assessment process will support DOTMLP co-evolution in the integration process. Those recommendations which have major nonmateriel as well as materiel components, whether in the form of Capstone Requirements Documents and other DOTMLP documentation (as required by CJCSI 3170.01, Requirements Generation System), are first forwarded to a joint session of the JRB/DepOpsDeps and to the OpsDeps for review and comment, then to the JROC for validation as required. Decisions on validated operational requirements will be forwarded to appropriate organizations to

effect DOTMLP changes. This integration effort complements the Requirements Generation System solutions. The Joint Staff and USACOM will monitor the co-evolution of materiel and nonmateriel changes to ensure progress toward achieving *JV 2010*. CAs will continue to update the JVWG on the integration progress. Joint Vision implementation events will be synchronized with established JSPS, JROC, and PPBS cycles. Table 1 contains the annual cycle of key implementation events.

(2) Based on JROC-validated requirements, the following integration activities will occur:

(a) Doctrine Requirements. Recommendations for change to Joint Doctrine are processed using established procedure. The Joint Staff Director, J-7, is responsible for managing the joint doctrine and JTTP program. J-7 will ensure the validation of joint doctrine proposals through the sponsoring of a Joint Doctrine Working Party to allow review of issues by Services and combatant commands. After including recommendations and resolving issues, the doctrine publication is approved by the CJCS.

(b) Organization. Organizational change requirements are forwarded to the responsible office (e.g., J-5 for UCP, USACOM for JTF HQ) for appropriate action.

(c) Training. Results of joint experimentation may necessitate adjustment or change to joint training policy and guidance. The Joint Staff, J-7, will take the lead in assessing lessons learned and suggested policy changes and coordinating training issues with the worldwide training audience at such venues as the Semi-Annual Worldwide Exercise and Training Conference. Coordinated changes will be incorporated in the following CJCS training publications as required: Joint Training Policy, Joint Training Master Plan, Joint Training Manual, and the Universal Joint Task List.

(d) Materiel Requirements. JROC-validated CRDs serve as a guide for future Service/Defense agency-developed Operational Requirements Documents (ORDs) and entry into the acquisition process.

(e) Leader Development. Changes to leadership development requirements are forwarded through J-7 to the Joint Professional Military Education community and through the J-1 to Service Headquarters.

(f) People. Changes in manpower requirements are forwarded through J-1 to Service/Defense agency Headquarters for action.

(3) The Joint Staff, J-7, and CAs shall monitor the integration process to provide oversight and ensure JROC-validated requirement changes co-evolve toward achieving *JV 2010* and future capabilities.

Product or Action	Date
1. Conduct Joint Vision Working Group Meeting	January
2. Provide inputs to Worldwide Exercise Scheduling Conference	February
3. Inform Chairman's Program Recommendation	February
4. Inform SECDEF's Defense Planning Guidance	March
5. Submit Annual Campaign Plan	April
6. Provide inputs to Joint Doctrine Working Party	April
7. Provide inputs to Military Education Coordination Conference (MECC) Working Group	April
8. Provide inputs for JRB/JROC CINC Trip	June
9. Conduct Joint Vision Working Group Meeting	July
10. Inform Chairman's Program Assessment	September
11. Provide inputs to Worldwide Joint Training Conference	September
12. Update Joint Vision Implementation Master Plan	October
13. Inform Joint Planning Document	October
14. Provide inputs to Joint Doctrine Working Party	October
15. Provide inputs to MECC Working Group	October
16. Provide inputs to Military Education Coordination Conference	November
17. Provide inputs for JRB/JROC CINC Trip	December
18. Annual USACOM Joint Experimentation Report to Congress	December

Table 1: Joint Vision Implementation Planning Cycle

3. IMPLEMENTATION MANAGEMENT

a. Management Architecture

(1) Joint Staff, Director, J-7. The Chairman of the Joint Chiefs of Staff has designated the Joint Staff Director for Operational Plans and Interoperability, J-7, as the Executive Agent and primary Joint Staff proponent for *JV 2010* implementation and system integration. This role includes responsibility for Joint Vision implementation policy and overall program management.

(2) USCINACOM. The Secretary of Defense has designated USCINACOM as the Executive Agent for Joint Experimentation. USACOM will conduct concept and capabilities joint experiments within the CJCS program to implement *JV 2010*.

(3) Coordinating Authorities (CA). The Chairman has designated Joint Staff Directors as single points-of-contact for oversight of specific Joint Vision concept areas. The CJCS-designated CAs are listed in Table 2 below.

Coordinating Authority	Area for Coordination
J-8	Dominant Maneuver
J-8	Precision Engagement
J-4	Focused Logistics
J-8	Full-Dimensional Protection
J-6 (with J-2 and J-3 support)	Information Superiority
J-8	Technological Innovation
J-7 (with J-3 support) and USACOM	Full Spectrum Dominance

Table 2: Joint Staff Coordinating Authority Assignments

Directors so designated are responsible for developing Challenges, DOCs, and conducting Mission Area Analyses and Mission Need Assessments; monitoring USACOM joint concept development and assessment Campaign Plan execution; overseeing the integration process and, where applicable, conducting assessment events to support Joint Vision implementation. CAs will task organize as necessary using Integrated Process Teams (IPT) or JWCA to conduct assigned tasks. Figure 2 below depicts how the CAs are currently task organized.

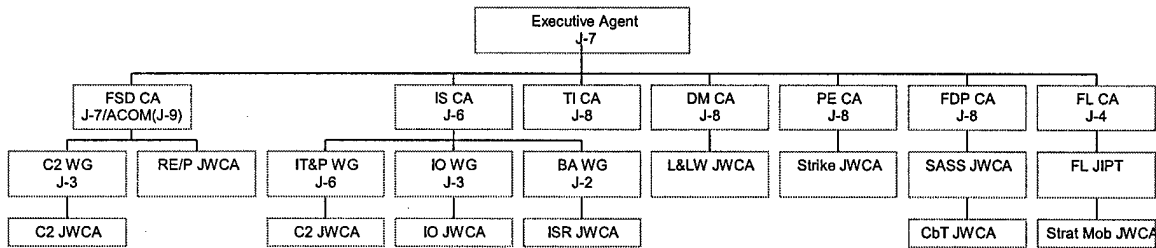


Figure 2: Coordinating Authority Organization Chart

(4) Joint Vision Working Group. The JWVG was established by CJCSI 3010.01 to identify and develop issues and make recommendations for consideration by the DepOpsDepts, OpsDepts, Joint Chiefs of Staff, JROC, CINCs, and other groups and organizations as appropriate. This two-star level group provides an important communications path to keep combatant commands, Services, and Defense agencies informed and involved in Joint Vision progress and issues. The JWVG is co-chaired by the Joint Staff, Director, J-7, and the USACOM J-9 (Director, Joint Experimentation). Membership includes representatives from the Joint Staff, Services, combatant commands, Defense agencies, and OSD.

(5) DepOpsDepts/JRB. The Deputy Operations Deputies and the JROC Review Board will meet in joint session for the purpose of providing review and comment on Joint Vision products and progress.

(6) OpsDepts. The Operations Deputies will meet to review and comment on Joint Vision products and progress. Meetings will follow Joint Vision briefings to joint meetings of the DepOpsDepts and JRB. Recommendations will be forwarded for consideration by the JROC and JCS as appropriate.

(7) Joint Requirements Oversight Council. The JROC will meet to review Joint Vision products. The JROC will validate MNS and approve CRDs and other DOTMLP requirement documentation based on joint experimentation results.

(8) Joint Chiefs of Staff. The JCS will meet to review and comment on Joint Vision products and progress and to provide oversight of the implementation process.

(9) Defense Resources Board (DRB). The DRB meets periodically as the RMA Oversight Council to monitor RMA-related efforts as DOD moves expeditiously from developing promising ideas and technologies to fielding new capabilities, devising new advanced warfighting operational concepts, and changing organizational structures. The Defense Planning Advisory Group (DPAG), working with representatives from other DOD organizations as appropriate, provides support in advance of RMA oversight sessions.

b. Roles and Responsibilities

(1) Joint Staff, J-7, is designated by CJCS as executive agent to implement the Chairman's vision. J-7 will:

(a) Engage and inform senior leadership on current status of Joint Vision implementation activities and supporting efforts across the DOD.

(b) Provide policy guidance for Joint Vision implementation.

(c) Integrate, coordinate, and track Joint Vision activities and products among CAs, USACOM, Services, combatant commands, Defense agencies, and throughout the Joint Staff.

(d) Review Joint Vision recommendations with DOTMLP implications for review and comment or approval by senior decision makers.

(e) Report program progress (to include USACOM Joint experiment products) to the JWVG, DepOpsDepts, OpsDepts, JRB, JROC and CJCS.

(f) Effect implementation of all approved changes to DOTMLP resulting from joint experimentation. Synchronize DOTMLP actions, establish milestones, and task appropriate agencies to ensure co-evolution of DOTMLP.

(g) Coordinate staffing for review and comment by the JRB, DepOpsDepts and OpsDepts, all USACOM submitted DOCs, annual Campaign Plans, Joint Capstone Concepts, other DOTMLP requirements documentation, and the results of Joint Experimentation.

(h) Act as co-Coordinating Authority for Full Spectrum Dominance (FSD).

(i) Co-chair meetings of the JWVG.

(2) US Atlantic Command is designated by the Secretary of Defense as the executive agent for Joint Experimentation. USACOM will:

(a) Conduct joint concept and capabilities experiments within the CJCS program to implement *JV 2010* and future joint visions.

(b) Be responsible to the Chairman for joint concept development and Joint Experimentation. Responsible for the development of future concepts design and the planning, coordination, resource allocation for, and execution of joint experiments.

(c) Identify, develop, and refine DOCs with collaboration from CAs, combatant commands, Services, and Defense agencies. Facilitate the collaborative effort to identify CA-developed leveraging DOCs applicable to more than one 21st Century Challenge.

(d) Develop the Joint Experimentation process in collaboration with the joint community. Develop and coordinate, with the CAs, combatant commands, Services, and Defense agencies, Campaign Plans for Joint Experimentation.

(e) Work with CAs, Services, Defense agencies, and combatant commands to ensure all areas of coordination are appropriately addressed in joint experiments and assessments.

- (f) Act as the supported and supporting commander for the purpose of conducting a program of joint experimentation.
- (g) Critically refine, assess, and recommend to CJCS and JCS the most promising joint concepts and capabilities for experimentation and further assessment.
- (h) Plan, design, prepare, conduct, and assess a program of joint assessments and warfighting experiments in coordination with process-owner combatant commands.
- (i) Develop standardized assessment criteria, assessment event data collection plans (with CAs and experiment participants) and conduct individual event analyses.
- (j) Submit CRD's, other DOTMLP requirements documentation, and the results of Joint Experiments to the CJCS and brief the JROC and/or OpsDeps/JCS.
- (k) Establish and maintain the Joint Vision assessment database to provide DOD-wide access to information on Joint Vision assessment events and results.
- (l) Assist Service, CA, combatant command, and Defense agency assessment event owners in the development of assessment event data collection plans.
- (m) Maintain the Future's Documents Database (full text search and retrieval capability) containing futures concepts, studies, reports, articles and related papers pertaining to Joint and Service future operations. Provide DOD-wide access.
- (n) Periodically coordinate with and inform the Services, combatant commands, Defense agencies, and OSD on implementation.
- (o) Make recommendations for changes to DOTMLP based on experimentation results.
- (p) Act as co-Coordinating Authority for Full Spectrum Dominance.
- (q) Co-chair meetings of the JVWG.

(3) Coordinating Authorities

(a) Act as CJCS's principal agent for implementation of *JV 2010* and future CJCS joint visions. Ensure the joint community's experimentation efforts support the joint vision within their assigned areas.

(b) Sponsor and ensure implementation of changes to DOTMLP on behalf of the CJCS within assigned area of responsibility. Task the joint community, as appropriate, to implement changes to DOTMLP.

(c) Organize teams consisting of appropriate CINC, Service, OSD, Defense agency, and Joint Staff representatives to ensure collaborative efforts. CAs may base teams on JWCAs, IPTs, or other groups as required.

(d) Develop and refine 21st Century Challenges with collaboration from USACOM, Services and other combatant commands.

(e) Participate in USACOM-led collaborative teams to develop DOCs from Challenges. Coordinate and develop, with USACOM, other combatant commands, Services, and Defense agencies, Campaign Plans for Joint Experimentation.

(f) Participate in USACOM-led collaborative teams to refine operational concepts.

(g) Maintain awareness and track all assessment/experimentation activities across DOD within assigned areas. Monitor execution of USACOM Joint Experimentation program in meeting *JV 2010* Challenges.

(h) Conduct Joint Mission Area Analyses and Joint Mission Needs Assessments and develop Mission Need Statements, as necessary, that describe future joint force commander requirements.

(i) Assist USACOM and Service and Defense agency assessment event owners in the development of assessment event data collection plans.

(j) Conduct assessment events that support implementation of *JV 2010* within assigned areas. Influence assessment events that might be used to assess *JV 2010* DOCs, as possible. Coordinate assessment efforts with USACOM for purpose of complementing the USACOM Joint Experimentation program.

(k) Within assigned area of responsibility, sponsor assessment result reports, briefings, or other products for presentation to senior decision makers.

(l) Responsible for developing resource requirements necessary to support CA assessment activities.

(4) CINCs

(a) Participate in development of operational concepts, 21st Century Challenges, Desired Operational Capabilities, and candidate assessment events. For CINC unique assessments, act as the executive agent for specific joint concept and capabilities development.

(b) With concurrence, sponsor Joint Vision assessment events with manpower and resource support from USACOM (if required).

(1) Assist in development of assessment data collection plans with CA and USACOM assistance.

(2) Conduct assessment events and collect assessment data in accordance with event data collection plans.

(3) Report assessment event data and results to USACOM and CAs as appropriate.

(5) Services

(a) Retain primary responsibility to develop concepts.

(b) Conduct experimentation within core competencies to include land, air and space, sea, expeditionary and special operations roles.

(c) Participate in development of operational concepts, 21st Century Challenges, Desired Operational Capabilities and candidate assessment events.

(d) With concurrence, sponsor Joint Vision assessment events with manpower and resource support from USACOM (if required.)

(1) Assist in development of assessment data collection plans with CA and USACOM assistance.

(2) Conduct assessment events and collect assessment data in accordance with event data collection plans.

(3) Report assessment event data and results to USACOM and CAs as appropriate.

(6) Defense Agencies

(a) Participate in development of operational concepts, 21st Century Challenges, Desired Operational Capabilities and candidate assessment events.

(b) Sponsor Joint Vision assessment events. These assessment events may be pre-existing events or new initiatives.

(1) Assist in development of assessment data collection plans with CA and USACOM assistance.

(2) Conduct assessment events and collect assessment data in accordance with event data collection plans.

(3) Report assessment event data and results to USACOM and CAs as appropriate

(7) Office of the Secretary of Defense

(a) The Assistant Secretary of Defense for Strategy and Threat Reduction (ASD(S&TR)) will monitor USCINACOM's exploration of joint warfighting concepts and capabilities on behalf of the Secretary of Defense and will arrange periodic reviews of selected activities by the Defense Resources Board, acting in its Revolution in Military Affairs oversight role.

(b) Provide direction, resource oversight, and resources through the DPG, PPBS actions, DOD Directives, and other venues.

(c) Ensure Joint Vision linkages to the DOD Transformation process, Revolution in Military Affairs exploration, Revolution in Business Affairs, Joint Warfighting Science and Technology Plan, and other similar initiatives.

(d) Use the science and technology strategic planning process to focus research and development efforts.

(e) Investigate, where possible, relevant research and development efforts accomplished within other government agencies and industry, including the United States and abroad.

(f) Participate in the concept and capabilities development and assessment process CA teams.

4. IMPLEMENTATION PROGRAM

a. Resources

(1) Initial start-up funding will be accomplished through retargeting of existing Joint Staff resources and reprogramming of DOD resources. Joint Vision implementation funds will then be delineated in future DOD budget requests. Experimentation resource requirements will be identified initially in the Joint Experimentation Campaign Plan and detailed in the annual Campaign Plans.

(2) Manpower will be balanced among military, government civilian and contracted support. A majority of the requirement will necessitate the contracted support of technologists, academic scholars, futurists, engineers, historians and others in specialized skills. Military people with operational experience and skills will provide the warfighter focus and perspective.

b. Forces for Experimentation. USCINCOM will coordinate with the Services, combatant commands, and Defense agencies to identify the required supporting forces and then coordinate, through USACOM Service component commanders, force participation in specific experiments. Requirements for non-COCOM forces and additional support for the preparation and conduct of joint experiments will be coordinated with Service Headquarters through the Joint Staff.

c. Planning Cycle. This plan is a tool for managing the implementation of the CJCS Vision. It is a living, evolving document prepared through the collaborative efforts of the entire joint community. The contents of this plan, including 21st Century Challenges, DOCs, and candidate assessment events, will be updated as required. These key elements of the plan will be formally staffed to ensure maximum input and full coordination.

d. Long-Range Planning Process

(1) Development of a long-range planning process for *JV 2010* implementation recognizes that the year 2010 is a waypoint, not an endpoint. A long-range integrated planning process ensures delivery of a set of validated, concept-based capabilities that include the organization, doctrine, materiel, and people necessary to meet future security challenges. The long range planning process helps focus available time and resources to ensure integrated joint operational capability development through co-evolution of DOTMLP.

Appendix A: 21st Century Challenges

Concept	21 st Century Challenge
Full Spectrum Dominance	Joint Command and Control
	Unified Action
	Shape the Environment
Information Superiority	Information Transport and Processing
	Battlespace Awareness
	Information Operations
Dominant Maneuver	Decisive Combat Operations
	Crisis Stabilization
	Rapid Joint Force Projection
	Battlespace Control
Precision Engagement	Generating Precision Effects
	Integrating Precision Effects
Full Dimensional Protection	Countering Air and Missile Threats
	Combating Terrorism
	Combat Identification
Focused Logistics	Information Fusion
	Joint Deployment/Rapid Distribution
	Force Medical Protection
	Agile Infrastructure
	Multinational Logistics
	Joint Theater Logistics Management

Appendix B: Sample 21st Century Challenge

(Illustrative only)

21st Century Warfare Environment

- US forces will remain largely a CONUS based force; rapid and sustainable force projection becomes a more crucial capability
- Future opponents will attempt to bring conflicts to a rapid conclusion before U.S. can mass sufficient force
- Must be prepared to defeat any adversary to include terrorists, non-state actors, etc., who can employ asymmetric capabilities to counter US strengths

Postulate

If we can provide the CINC/CJTF with --

- Ability to efficiently and effectively produce, exploit and disseminate relevant battlespace knowledge
- Seamless NRT Command and Control that is transparent across all echelon levels of component and functional lines
- Tailorable forces able to rapidly and precisely engage an adversary at the time and place of our choosing

then we can --

- Conduct detailed battlespace analysis to rapidly identify and exploit/create enemy vulnerabilities
- Select the optimum mix of agile forces, weapons, and platforms that best support CINC/CJTF objectives
- Overwhelm the enemy through the precise and unrelenting application of required effects to gain the initiative, eliminate enemy COAs, and speed the attainment of decisive operations

Challenge: Integrating Precision Effects

Precision Engagement is more than just precision weapons. The challenge is to develop a well-fused C4ISR process that enables the optimum application of precision effects and significantly enhances our combat effectiveness throughout the battlespace to be decisive in minimum time, at the least cost in lives and resources, across the full spectrum of military operations.

ISSUES:

- ISR PED limitations detract from the timely and accurate determination of critical enemy vulnerabilities
- Current component/functional C2 constructs do not optimize the efficient generation of precision effects across the battlespace continuum
- Continued evolution of force organization and agility must continue to exploit the full potential of massed precision effects

Appendix C: Desired Operational Capabilities (DOC)

(These DOCs are constantly under review and are provided for information only)

Command and Control DOCs

1.	CC-01	Situational Awareness
2.	CC-02/03	Experience and Judgment
3.	CC-05	Make Sound Decisions
4.	CC-07/04	Direct Military Action
5.	CC-09	Achieve Unity of Effort
6.	CC-10	Supervise Execution
7.	CC-11	Prepare Plans and Orders
8.	CC-12	Organize HQ and Force
9.	CC-13	Prioritize and Allocate Resources

Dominant Maneuver DOCs

10.	DM-03	Ability to Rapidly Integrate Forces Arriving in a Joint And Multi-National Operations Area
11.	DM-04	Ability to Rapidly and Seamlessly Posture Forces to Enable Rapid Attainment of Military Objectives
12.	DM-05	Achieve and Preserve Battlespace Control in Support of the Full Spectrum of Operations
13.	DM-07	Forces Generate Overmatching Lethal and/or Non-Lethal Effects
14.	DM-24	Synchronize Employment of Forces Throughout the Battlespace to Achieve Desired Effects
15.	DM-29	Provide Short Notice Global Maneuver and Attack Capability
16.	DM-58	Air and Space Control and Superiority
17.	DM-59	Achieve and Preserve Subsurface Maritime Control and Superiority
18.	DM-60	Seize and Hold Deep Military Objectives

Full Dimensional Protection DOCs

19.	FDP-02	Single Integrated Air Picture (SIAP)
20.	FDP-03	Early Detection, Identification and Dissemination of Air and Missile Threats
21.	FDP-04	Early Engagement of Air and Missile Threats

22.	FDP-05	Deter Terrorist Incidents
23.	FDP-06	Employ Terrorist Countermeasures
24.	FDP-07	Mitigate Effects of Terrorist Attacks
25.	FDP-08	Recover from Terrorist Attacks and Continue Operations
26.	FDP-09	Detect Entities in the Combatant's AOR
27.	FDP-10	Locate Entities in the Combatant's AOR
28.	FDP-11	Identify and Characterize Entities in the Combatant's AOR
29.	FDP-12	Provide All-Source, Fuzed Positive Identification Throughout the Combatant's AOR
30.	FDP-13	Maintain Continuous Combat Identification

Focused Logistics DOCs

31.	FL-01	Provide Unimpeded Access to Operational and Logistics Information for All Who Need It
32.	FL-04	Provide Timely and Accurate Enhanced Asset Visibility, Control, and Management
33.	FL-05	Provide Fully Enabled Mobility System to Optimize Rapid Joint Projection, Delivery and Hand-Off of Forces and Sustainment Assets Worldwide
34.	FL-06	Deployment and Distribution of the Required Forces and Sustainment at the Place and Time Required
35.	FL-07	Support Rapid Force Maneuver Within the Joint Operations Area
36.	FL-08	Protect Forces From All Health Threats Across the Full Spectrum of Conflict
37.	FL-17	Provide Effective, Efficient and Responsive Infrastructure and Logistics Support to Meet CINC/Warfighter Operational Requirements
38.	FL-20	Capability to Synchronize, Prioritize, Direct, Integrate and Coordinate Common User and Cross-Service Logistics Functions
39.	FL-33	Tailor Units to Provide Essential Care in Theater and Enhanced Care During Evacuation to Definitive Care
40.	FL-35	Optimize Logistical Operations Across and Between All Echelons, Coalitions, and Host Nations

Information Superiority - Information Transport & Processing DOCs

41.	ITP-01	Assurance
42.	ITP-02	Capacity
43.	ITP-03	Interoperability
44.	ITP-04	Information Management

Information Superiority - Battlespace Awareness DOCs

45.	BA-01	Fused Assessment and Battlespace Visualization
46.	BA-02	Integrated, Collaborative Collection Management
47.	BA-03	Identification of Friendly, Adversary and Neutral Forces and Non-Combatants
48.	BA-04	Real-Time Battlespace Awareness
49.	BA-05	Provide Comprehensive Battlespace Awareness to Support the Full Range of Military Operations

Information Superiority - Information Operations DOCs

50.	IO-01	Affect Adversary Ability to Observe the Battlespace
51.	IO-02	Affect Adversary Ability to Command and Control Forces
52.	IO-03	Affect the Effectiveness of Adversary Forces
53.	IO-04	Affect Adversary Ability to Support Forces
54.	IO-05	Affect Critical Adversary Civilian Infrastructure
55.	IO-06	Protect Friendly Ability to Observe the Battlespace
56.	IO-07	Protect Friendly Ability to Command and Control Forces
57.	IO-08	Protect the Effectiveness of Friendly Forces
58.	IO-09	Protect Friendly Ability to Support Forces
59.	IO-10	Protect Friendly Civilian Information Infrastructure

Precision Engagement DOCs

60.	PE-01	Conduct Battlespace Analysis
61.	PE-02	Relevant Force Location and Status
62.	PE-03	Integrated Battlespace Picture
63.	PE-04	Identify, Prioritize, and Command/Control Effects Against Battlespace Objectives/Targets

64.	PE-05	Tailorable Force Packages
65.	PE-06	Minimize and/or Control Collateral Damage
66.	PE-07	Time-Critical Targeting
67.	PE-08	Fratricide Prevention
68.	PE-09	Defeat Threat Protective Systems
69.	PE-10	Integrate Battlespace Fire and Maneuver
70.	PE-11	Fused Battlespace Sustainment
71.	PE-12	Precision Force Protection
72.	PE-13	Extended Range Engagement

Appendix D: Sample Desired Operational Capability (DOC)
(This DOC does not exist)

DOC Number: <u>DM01</u>	Title: Provide organized, trained & equipped forces tailored to mission and capable of meeting mission requirements
<p>DOC Description: Provide trained, organized and equipped forces. Capability to provide people and material ready to perform the full range of military tasks in all environments. 2010 Differences:</p> <ul style="list-style-type: none"> • Increased need for high quality personnel from a decreasing population pool • Flatter organizations (lower echelon decision-makers) • Mobilization and training heavily dependent on modeling and simulation, and interactive information technologies • COTS as the standard method of acquisition • Modular force structure enables force tailoring 	
<p>CA Sponsor: Dominant Maneuver Organization: Joint Staff/ J8 Org Tele (DSN): 225-4657, Com: (703) 695-4657 E-Mail Address: breitlge@js.pentagon.mil or bonnetjc@js.pentagon.mil Fax Number: (703) 695-8031, DSN 225-8031</p>	
Applicable Challenges: Crisis Stabilization, Selective Decisive Engagement, Rapid Joint Force Projection, Battlespace Control	
Core Task(s): Dominant Battlespace Awareness; Command & Control; Mobility; Maneuver; Precision Effects; <i>Sustainment</i> ; and Protection	
<p>Subordinate Task(s):</p> <ul style="list-style-type: none"> • Conduct recruiting operations, retain quality personnel • Conduct force development • Modernize the force • Mobilize the force • Conduct individual, leader, and collective training including battle-staff and joint, multi-national, and interagency training • Provide equipment, supplies, transportation, maintenance, morale & welfare services 	
Related DOCs:	
UJTL Ref No: SN 4.1.1	Determine human resource requirements
UJTL Ref No: SN 4.1.2	Acquire, train, supply, and transport personnel
UJTL Ref No: SN 4.3.1	Provide personnel management & morale support
Task Conditions: Across spectrum of military operations, in all weather and environments	
Criteria for Measurement: Force structure meets requirements, is at the right location at the right time - percentage of fill against total requirement; force is mission-ready; time to tailor force package for mission; and mission is accomplished - Go/No Go. Additional measurements include time required for mission accomplishment and cost.	
<p>Means:</p> <ul style="list-style-type: none"> • Improve recruiting and retention e.g., incentives, manage OPTEMPO, and improve Quality of Life (QOL) • Improve training, to include distributed, deployable, and embedded combat skills training and operation rehearsal systems • Fund appropriate modernization plan • Design more tailorable organizations • Fund advanced, distributed simulations for training • Multi-skilled personnel • Adaptable, creative, and informed leaders 	
Most Demanding AOR, Mission and Scenario for Assessment (and Rationale):	
<p>Assessment Strategy:</p> <ul style="list-style-type: none"> • Studies (recruiting and retention, training effectiveness) • Modeling and Simulation • Demonstrations and Experiments • Wargames (mobilization) • Seminars 	
Hypotheses:	
Other Affected JV 2010 Coordinating Authorities: (DM, PE, FL, FDP, IS, TI, or FSD/Joint C2)	

Other CA Address: Telephone (DSN): Comm: E-Mail: Fax:	Other CA Address: Telephone (DSN): Comm: E-Mail: Fax:
Remarks: <ul style="list-style-type: none">• <u>Key Words:</u><ul style="list-style-type: none">- Advanced distributed simulations- Integrated information technologies- Force packaging/tailoring- Acquisition strategy- Recruiting/retention- Individual and collective leader training/education	

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- f. Joint Strategy Review, 1996 Report
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- h. *Joint Vision 2010*, July 1996
- i. *National Military Strategy of the United States of America*, "Shape, Respond, Prepare Now: A Military Strategy for a New Era," 1997
- j. *A National Security Strategy for a New Century*, The White House, October 1998
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- l. USCINACOM Joint Warfighting Experimentation Charter, 15 May 1998

Glossary

Part I – Abbreviations and Acronyms

ACTD	Advanced Concept Technology Demonstration
ATD	Advanced Technology Demonstration
AWE	Advanced Warfighting Experiment
CA	Coordinating Authority
CFJO	<i>Concept for Future Joint Operations</i>
CG	Chairman's Guidance
CINC	Commander-in-Chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COCOM	Combatant Commander
COTS	commercial off the shelf
CPA	Chairman's Program Assessment
CPR	Chairman's Program Recommendation
CPX	Command Post Exercise
CRD	Capstone Requirements Document
DEPOPSDEP	Deputy Operations Deputy
DM	Dominant Maneuver
DOC	Desired Operational Capability
DOTMLP	Doctrine, Organization, Training and Education, Materiel, Leadership, People
DPAG	Defense Planning Advisory Group
DPG	Defense Planning Guidance
DRB	Defense Resources Board
FDP	Full Dimensional Protection
FL	Focused Logistics
FSD	Full Spectrum Dominance
FTX	field training exercise
IPT	Integrated Process Team
IS	Information Security/Information Superiority
ISR PED	Intelligence, Surveillance, and Reconnaissance Processing, Exploitation, and Dissemination
ISX	Information Superiority Experiment
JCS	Joint Chiefs of Staff
JDWP	Joint Doctrine Working Party
JIPT	Joint Integrated Process Team
JPD	Joint Planning Document
JRB	Joint Requirements Board
JRD	Joint Requirements Document
JROC	Joint Requirements Oversight Council
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review

JTTP	joint tactics, techniques, and procedures
JV 2010	<i>Joint Vision 2010</i>
JVWG	Joint Vision Working Group
JWCA	Joint Warfighting Capabilities Assessment
JWCO	Joint Warfighting Capability Objective
JWE	Joint Warfighting Experiment
JWFC	Joint Warfighting Center
JWID	Joint Warrior Interoperability Demonstrations
JWSTP	Joint Warfighting Science and Technology Plan
L&LW	Land and Littoral Warfare
MAA	Mission Area Analysis
MAP	Mission Area Plan
MECC	Military Education Coordination Conference
MNA	Mission Need Assessments
MNS	Mission Need Statement
MOOTW	Military Operations Other Than War
NMS	National Military Strategy
non-COCOM	noncombatant commander
NRT	near real time
NSS	National Security Strategy
OpsDepts	Operations Deputies
ORDS	Operational Requirements Documents
OSD	Office of the Secretary of Defense
PE	Precision Engagement
POM	Program Objective Memorandum
PPBS	Planning, Programming and Budgeting System
QDR	Quadrennial Defense Review
ROC	Required Operational Capability
RMA	Revolution in Military Affairs
SASS	Sea-Air-Space Superiority
SECDEF	Secretary of Defense
SIAP	Single Integrated Air Picture
TI	Technological Innovation
WMD	Weapons of Mass Destruction

Part II – Terms and Definitions

21st Century Challenge. A security challenge relevant to the future environment that serves as the compelling rationale for investigating desired operational capabilities. A challenge consists of a statement of the issue, a description of the future environment, and a postulate that describes the 2010 differences.

Advanced Concept Technology Demonstration (ACTD). A demonstration of mature technology designed to bring technologists and operators together early in system development. ACTDs have three principle objectives: to gain an operator's understanding and evaluation of the military utility of new technology applications before committing to acquisition; to develop corresponding operational concepts and doctrine that take full advantage of the new capability; and to leave new residual capabilities with combatant forces.

Assessment. The examination and evaluation of desired operational capabilities to determine the set of required operational capabilities for the future joint force.

Campaign Plan. The structure of the USACOM Joint Experimentation program is defined in a Campaign Plan published annually. Outlines the objectives of the Joint Experimentation Program, the methods and events to be used to achieve those objectives, and the resources (funding, personnel, equipment, facilities, etc.) necessary for supporting the required events. Will provide a prioritized multi-year schedule of experimentation events to support planning, coordination, and resource allocation.

Concept. A notion or statement of an idea expressing how something might be done or accomplished, that may lead to an accepted procedure.

Coordinating Authority (CA). A Joint Staff director assigned responsibility for coordinating specific Joint Vision functions or activities. Designation as a CA grants authority to require consultation, but not to compel agreement. CAs refer unresolved matters to the Chairman, Joint Chiefs of Staff. Each individual has latitude to task organize and develop appropriate relationships unique to each functional area.

Critical Considerations. The six elements of change identified in *JV 2010*: joint doctrine, agile organizations, joint training and education, enhanced materiel, innovative leadership, and high quality people (DOTMLP).

Desired Operational Capability (DOC). A concept-based statement of the ways and means to satisfy a Joint Force Commander's capability requirements. A

fully articulated DOC identifies subordinate tasks, associated conditions, and criteria for measurement.

Dominant Maneuver (DM). 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.

Event Sponsor. That OSD, CINC, Service, or Agency providing the opportunity to conduct *JV 2010* assessments. The event "owner." On rare occasions, when no CINC, Service or Agency event exists to satisfy a CA requirement, the CA may develop and sponsor an event.

Experimentation. An iterative approach involving the discipline of the Scientific Method that includes rigorous management of controls and variables to provide quantifiable, repeatable results. Experiments are part of the assessment process.

Focused Logistics (FL). The fusion of information, logistics, and transportation technologies to provide rapid crisis response, to track and shift assets even while en route, and to deliver tailored logistics packages and sustainment directly at the strategic, operational, and tactical level of operations.

Full-Dimensional Protection (FDP). The multi-layered offensive and defensive capability to protect our forces and facilities at all levels from adversary attacks while maintaining freedom of action during deployment, maneuver, and engagement.

Full Spectrum Dominance (FSD). Each of the new operational concepts (dominant maneuver, precision engagement, full-dimensional protection, and focused logistics) will reinforce the others to achieve massed effects in warfare from more dispersed forces. Taken together, these four concepts will enable us to dominate the full range of military operations from humanitarian assistance, through peace operations, up to and including the highest intensity conflict.

Hypothesis. An unproved theory, proposition, or supposition that provides a basis for further investigation and experimentation.

Implementation. The process for developing *JV 2010* capabilities. Implementation includes *JV 2010* concept development, assessment, and integration.

Information Superiority (IS). The capability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same.

JV 2010 Assessment Event. Any selected CJCS, CINC, Service, or Agency event that can be used to investigate desired operational capabilities. Potential events include (but are not limited to): Joint Warfighting Experiments and Demonstrations, Information Superiority Experiments, Joint Exercises, Advanced Concept Technology Demonstrations, wargames, seminars, symposia, and studies.

Operational Concept. A notion or statement of an idea that expresses how an operational task might be done or accomplished.

Postulate. A concept-based "if-then" statement that relates *JV 2010* concepts, the future environment, and desired operational capabilities to 21st Century Challenges.

Precision Engagement (PE). A system of systems that enables our forces to locate the objective or target, provide responsive command and control, generate the desired effect, assess our level of success, and retain the flexibility to reengage with precision when required.

Required Operational Capability (ROC). A desired operational capability validated through *JV 2010* assessment(s) and approved by the JROC

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