

CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-3
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CJCSI 6721.01
18 February 1995

GLOBAL COMMAND AND CONTROL MANAGEMENT STRUCTURE

1. Purpose. This instruction establishes: responsibilities for the Joint Staff, Services, Defense agencies, combatant and functional unified commands, and other activities regarding management of Global Command and Control (GCC), and a management structure with assigned responsibilities for GCC.
2. Cancellation. The JOPES Terms of Reference, 29 April 1991, is canceled.
3. Applicability. This instruction applies to the Joint Staff, Combatant and functional unified commands, Services, and Defense agencies.
4. Policy
 - a. The Global Command and Control management structure will provide the C2 oversight to meet the C2 requirements of the NCA, Joint Staff, Service headquarters, combatant and functional unified commands, the Joint Task Force and its components, and DOD agencies. The GCC management structure is established to review, validate, approve, and prioritize requirements and select the best candidate from the nominations for integration into the system, and to approve the policies and procedures that support joint C2 requirements.
 - b. The applications initially incorporated into the Global Command and Control System (GCCS) during the proof of principle period and those that were picked to create the system baseline were not selected using the procedures described in this management structure. Upon approval of this document, the GCC management structure will govern the

Form SF298 Citation Data

Report Date <i>("DD MON YYYY")</i> 18021995	Report Type N/A	Dates Covered (from... to) <i>("DD MON YYYY")</i>
Title and Subtitle Global Command and Control Management Structure		Contract or Grant Number
		Program Element Number
Authors		Project Number
		Task Number
		Work Unit Number
Performing Organization Name(s) and Address(es) Joint Chiefs of Staff		Performing Organization Number(s)
Sponsoring/Monitoring Agency Name(s) and Address(es)		Monitoring Agency Acronym
		Monitoring Agency Report Number(s)
Distribution/Availability Statement Approved for public release, distribution unlimited		
Supplementary Notes		
Abstract		
Subject Terms "IATAC COLLECTION"		
Document Classification unclassified	Classification of SF298 unclassified	
Classification of Abstract unclassified	Limitation of Abstract unlimited	
Number of Pages 27		

REPORT DOCUMENTATION PAGE			<i>Form Approved</i> <i>OMB No. 074-0188</i>	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.				
1. AGENCY USE ONLY (Leave blank)	2. REPORT DATE 2/18/95	3. REPORT TYPE AND DATES COVERED Report		
4. TITLE AND SUBTITLE Chairman of the Joint Chiefs of Staff Instruction Global Command and Control Management Structure			5. FUNDING NUMBERS	
6. AUTHOR(S) Chairman of the Joint Chiefs of Staff				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) IATAC Information Assurance Technology Analysis Center 3190 Fairview Park Drive Falls Church VA 22042			8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) Defense Technical Information Center DTIC-IA 8725 John J. Kingman Rd, Suite 944 Ft. Belvoir, VA 22060			10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION / AVAILABILITY STATEMENT			12b. DISTRIBUTION CODE A	
13. ABSTRACT (Maximum 200 Words) This instruction establishes: responsibilities for the Joint Staff, Services, Defense agencies, combatant and functional unified commands, and other activities regarding management of Global Command and Control (GCC), and a management structure with assigned responsibilities for GCC.				
14. SUBJECT TERMS INFOSEC			15. NUMBER OF PAGES	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT None	

selection of applications for integration into GCCS and other systems that support joint C2 requirements. Baseline applications and those subsequently approved for integration may always be reviewed for enhancement or replacement to meet requirements of the functional users.

c. The GCC management structure will establish and maintain liaison with other Defense activities that are engaged in reviews of the systems that support their functional areas. This liaison will ensure that changes to procedures and ADP systems are synchronized, as necessary, with GCCS requirements; that information between functional systems can be exchanged; and that applications warranting integration into the GCCS are identified and incorporated. Liaison will eliminate duplication of effort in the review and selection of applications that meet GCC requirements. The GCC management structure remains the body that approves the selection for migration and integration into GCCS of all ADP applications that satisfy joint command and control requirements.

d. The GCC management structure will manage the implementation of the GCCS and coordinate policy and development functions for GCCS.

e. Existing management structures within the Joint Staff and other organizations currently supporting worldwide C2 systems will be tasked to implement and support the developing GCCS.

5. Definitions

a. Global Command and Control (GCC). GCC encompasses the policies, procedures, trained personnel, and systems that support the C2 of forces, from the NCA through the Joint Task Force and its Service components, during peace, crisis, and war. These policies, procedures, and systems include monitoring, planning, and executing mobilization, deployment, employment, sustainment, redeployment, and force regeneration activities associated with military operations.

b. Global Command and Control System (GCCS). A comprehensive, worldwide network of systems which will provide the NCA, Joint Staff, combatant and functional unified commands, Services, Defense agencies, Joint Task Forces and their Service components, and others with information processing and dissemination capabilities necessary to conduct C2 of forces. GCCS is a means to implement the Command,

Control, Communications, Computers, and Intelligence for the Warrior (C4IFTW) concept. An evolutionary implementation strategy is being used to provide warfighters with their required operational capabilities. The GCCS no grand design philosophy lends itself to extensive user participation, incremental fielding, and shorter periods between update cycles.

6. Responsibilities. Responsibilities of the Chairman of the Joint Chiefs of Staff, the Office of Primary Responsibility (OPR), the GCC General/Flag Officers Advisory Board, the GCC Review Board, the Functional Area and Systems Integration Working Groups, the Joint Staff, the Combatant and functional unified commands, the Services, the Defense Systems Information Agency, and other DOD agencies are listed in Enclosure A.

7. Procedures. Procedures applicable to the GCC management structure are incorporated within the responsibilities of the OPR, the General/Flag Level Advisory Board, the GCC Review Board, the Functional Area and C4 Systems Integration Working Groups, the Joint Staff directorates, combatant and functional unified commands, Services, and DISA.

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

For the Chairman of the Joint Chiefs of Staff:

\Signature\
WALTER KROSS
Lietenant General, USAF
Director, Joint Staff

Enclosures:

- A--Responsibilities
- B--Management Structure Diagram

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ENCLOSURE A

RESPONSIBILITIES

1. Chairman of the Joint Chiefs of Staff. The CJCS is responsible for policy guidance and oversight of GCC. His guidance is transmitted to the Director, Joint Staff, for implementation.
2. Office of Primary Responsibility (OPR). The Director for Operations, J-3, Joint Staff, is the OPR for this instruction.
 - a. The Director, J-3, is also responsible for development of GCC CONOPS, policy, and functional requirements.
 - b. The OPR:
 - (1) Approves the GCCS Planning and Program Budget System (PPBS) submissions for those funds managed by the Joint Staff and DISA. Receives for information the Services' GCCS spending plans and PPBS submissions that support Joint and Service GCCS requirements, to include modifications to those applications that have been integrated into GCCS; for applications that are planned to migrate to GCCS; and for applications that meet the requirements in subparagraph 5b.
 - (2) Approves the development and implementation plans for the processes and capabilities that support GCC.
 - (3) Approves GCC policy in accordance with guidance from the Chairman of the Joint Chiefs of Staff.
 - (4) Directs revisions to the current planning and execution procedures to match current national strategy and the Unified Command Plan (UCP). The Director, J-3, will ensure the GCC development strategy is consistent with changes to current planning and execution.
 - (5) Serves as chairperson of the GCC Flag/General Officer Advisory Board.
 - c. The OPR is assisted by the following management structure:

- (1) The GCC General/Flag Officer Advisory Board.
- (2) The GCC Review Board.
- (3) The GCC Functional Area and C4 Systems Integration Working Groups.

3. GCC General/Flag Officers Advisory Board. The Director, J-3, is the chairperson. Members of this board consist of flag officers or their flag level representatives from all Joint Staff directorates, Services, combatant and functional unified commands, and DISA. Other DOD agencies will be invited to attend as appropriate to the agenda topics. The board meets quarterly, or as directed by the chairperson. The board will:

- a. Advise the OPR on priority and execution of GCC requirements, policy, and development and implementation plans.
- b. Provide the CJCS, Services, combatant and functional unified commands, and the Joint Staff with information concerning GCC requirements, objectives, and milestones.
- c. Ensure that Service coordination is accomplished on those actions affecting budgeting and resources.
- d. Identify, discuss, and take action on any unresolved GCC issues and recommendations forwarded by the GCC Review Board or presented by a member of the General/Flag Officers Advisory Board.
- e. Approve new functionality to be developed or included into GCCS.

4. The GCC Review Board. This board reviews GCC requirements and issues, forwarding those requiring action to the General/Flag Officers Advisory Board with recommendations and executing those actions consistent with OPR-approved development and implementation plans.

- a. Composition of the Board. The Vice Director, J-6, will chair the review board. Members to this board consist of O-6 representatives from all Joint Staff directorates, Services, combatant and functional unified commands, and the chairs from the functional and Systems Integration Working Groups. Other DOD activities will be invited to attend as appropriate to

the agenda. The board will meet quarterly, or as required by the chairperson.

b. Responsibilities

(1) The GCC Review Board is the primary body charged with consolidating, validating, and directing the implementation of GCCS requirements. The board will:

(a) Direct the execution of those validated requirements that support the OPR approved development and implementation plans.

(b) Approve those applications that compete as part of the GCCS best-of-breed process. The review board evaluates the technical, functional, training, and funding criteria in determining which application is selected to satisfy identified requirements. Applications that support approved development and implementation plans will migrate to GCCS. Applications that support GCC requirements, but which do not have approved plans, will be forwarded with prioritized recommendation to the General/Flag Officer Advisory Board.

(2) Periodically reviews and forwards to the General/Flag Officers Advisory Board the status of the DISA funding expenditures for execution of GCCS requirements.

(3) Reviews and forwards for action to the General/Flag Officers Advisory Board the development and implementation plans for those systems or applications that support GCC.

(4) Reviews other GCC issues, forwarding those of interest or requiring OPR decision to the General/Flag Officers Advisory Board.

(5) Reviews and approves Functional Area and C4 Systems Integration Working Group charters, as submitted.

(6) Reviews functional improvements and other proposals proposed by the Functional Area and C4 Systems Integration Working Groups. It also executes those proposals that are consistent with approved development and implementation plans. It forwards with recommendation to the General/Flag

Officers Advisory Board those proposals that were not considered during the creation and approval of the GCCS development and implementation plans. It coordinates and prioritizes working group recommendations and provides user feedback on General/Flag Officers Advisory Board recommendations and OPR implementation decisions.

(7) Provides direction and oversight to the Functional Area and C4 Systems Integration Working Groups.

(8) Reviews and approves GCC procedures.

(9) Reviews and forwards GCC policies submitted by the Functional Area and C4 Systems Integration Working Groups to the General/Flag Officers Advisory Board for OPR approval.

(10) Directs as necessary the creation of ad hoc action officer working groups with planner-level involvement as required to examine issues falling outside the purview of the established working groups.

(11) Ensures horizontal coordination of proposed functional improvements between all functional area and C4 Systems Integration Working Group panels.

5. Functional Area and Systems Integration Working Groups.

The following Functional Area and Systems Integration Working Groups will operate in accordance with the general instructions outlined in paragraph 6 of this enclosure. Membership will be determined by the working group. At a minimum, each group will include representatives in grade of O-5 or below from the Joint Staff directorates, Services, combatant and functional unified commands and/or their component commands, and DOD agencies. A member from the Joint Staff chairs each working group. The working groups may extend co-chair responsibilities to representatives from the combatant and functional unified commands and/or Services as they determine appropriate.

a. GCC Intelligence Functional Area Working Group. A representative from the Director, J-2, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to intelligence.

b. GCC Employment and Crisis Action Functional Area Working Group. A representative from the Director, J-3, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to employment.

c. GCC Sustainment Functional Area Working Group. A representative from the Director, J-4, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to sustainment, force regeneration, mobilization, and demobilization.

d. GCC Deployment/Redeployment Functional Area Working Group. A representative from the Director, J-4, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to deployment and redeployment.

e. GCC C4 Systems Integration Working Group. A representative from the Director, J-6, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to C4 systems integration. The Working Group coordinates its oversight efforts with the GCCS Project Manager (PM) to avoid duplication of effort, focusing its work on providing GCCS development requirements to the GCCS PM. In addition, the group executes the following additional responsibilities:

- (1) Maintains oversight of design, development, acquisition, and integration of the hardware and software automated systems that support GCCS requirements, including configuration management, communications management, data administration, information security, and operations and maintenance of the GCCS network.

- (2) Integrates ADP requirements from other GCC functional working groups.

- (3) Assists functional and ad hoc working groups to develop transition and migration plans.

- (4) Consolidates and integrates technical requirements and attributes with approved

functional requirements to establish an overall C2 capability.

(5) Coordinates staffing and review of specification documentation and prototypes with the Services, combatant and functional unified commands, DOD agencies, and the Joint Staff.

(6) Coordinates GCCS interfaces with other DOD and non-DOD agencies.

(7) Explores commercial-off-the-shelf (COTS) automated systems and communication services and Government-owned system interfaces.

(8) Identifies functions, current system functional performance levels, and functional performance specifications and requirements. Forwards requirements through the management structure to the GCCS PM.

(9) Provides liaison to other working groups to ensure requirements are integrated as required into the GCCS strategy.

(10) Receives updates and requirements from functional working groups with specific mapping and graphics requirements.

(11) Incorporates information security systems, policies, and guidance.

(12) Includes corrections and modifications incorporated in fielded versions, in accordance with assigned priorities.

(13) Serves as the GCC liaison to the Military-Communications Electronic Board (MCEB), attending all MCEB meetings and reporting on matters of interest to the GCC management.

(14) Maintains liaison with the GCCS Common Operating Environment (COE) working group, ensuring incorporation of identified GCCS technical requirements.

(15) Coordinates the activities of the subworking group on GCCS Security.

f. GCC Deliberate Planning Working Group. A representative from the Director for Operational Plans

and Interoperability, J-7, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to deliberate planning. Also, the group:

- (1) Prepares joint publications that describe GCC procedures used to support joint operation planning, such as JOPES.
- (2) Integrates, in conjunction with the Employment and Crisis Action Working Group, joint doctrine crisis action policies and procedures with deliberate planning policy and procedures.
- (3) Reviews those policies and procedures identified by other GCC working groups to ensure interoperability and integration within GCC policies.
- (4) Documents and integrates procedural changes associated with fielding new GCCS automated processes.

g. GCC Training Working Group. This working group is co-chaired by representatives from the Director, J-3, and the Director, J-6, Joint Staff. In addition to those members defined in paragraph 6 who are routinely invited, membership is extended to those organizations that support GCCS technical training and training of those applications that migrate to GCCS. The GCC Training Working Group identifies training requirements to support transition and sustainment training of those applications that are selected for migration to GCCS, and determines the resources required to support GCCS training.

h. GCC Readiness Working Group. A representative from the Director, J-3, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all areas and issues relating to readiness.

i. GCC Modeling and Simulation Working Group. A representative from the Director, J-8, Joint Staff, is the chairperson. The group executes those responsibilities defined in paragraph 6 of this enclosure and is responsible for all GCC areas and issues relating to modeling and simulation.

j. Ad hoc Working Groups

(1) Chairperson. As determined by the GCCS Review Board or the OPR.

(2) Membership. As determined by the chairperson and guidance from the convening authority.

(3) Responsibilities. As determined by the chairperson and guidance from the convening authority.

6. Functional Area and C4 Systems Integration Working Groups--General Responsibilities. Permanent Functional Area and Systems Integration Working Groups will be established in those areas that are routinely involved with GCC. Ad hoc working groups can be created to examine specific issues that do not clearly belong to one of the permanent functional area working groups. The Joint Staff directorate that provides the Functional Area and C4 Systems Integration Working Group chair is also responsible for providing required support to ensure the group can accomplish its assigned and implied taskings. Working groups meet as frequently as required to accomplish their objectives. All Functional Area and C4 Systems Integration Working Groups are organized similarly and execute the following responsibilities:

a. Chaired by a Joint Staff and/or appropriate combatant command representative at the planner level.

b. Conduct working sessions with functional representatives to review status of work, priorities, and milestones.

c. Develop and maintain a functional area plan for developing GCCS requirements.

d. Conduct front-end analysis of functional objectives. Sponsor prototype development and obtain functional user involvement throughout the requirement refinement process in accordance with standards identified by the GCCS PM. Responsible for developing functional area requirements and identifying best of breed applications to satisfy those requirements. Groups will ensure that operational user input is obtained while developing and refining GCCS strategies, objectives, requirements, and priorities, and provide users feedback concerning identified requirements.

e. Identify policies and procedures that are necessary to execute their respective functional areas. Policy changes will be staffed by the Joint Staff directorate that furnishes the working group chair and will be approved by the OPR. Procedures will be staffed by the working group and are forwarded to the GCC Review Board for review and approval. Upon approval of procedural and policy changes, the responsible working group will coordinate with the Joint Staff Doctrine Division and the appropriate Joint Staff directorates to ensure that changes are annotated in Joint Staff doctrine and publications.

f. Review development and implementation activities to ensure that GCC strategies, requirements, and priorities are being met in their functional areas.

g. Evaluate ADP applications and interfaces that meet specific functional area requirements. Provide approved requirements to the C4 Systems Integration Working Group for development, fielding, and maintenance and to the Training Working Group for transition training support.

h. Identify and provide a knowledgeable team of user representatives who will provide liaison with software developers throughout the development, testing, and fielding process of GCCS software and hardware applications. Provide all necessary liaison to other working groups to ensure the working group's requirements are integrated into GCCS development. Provide a mechanism to ensure that user feedback is maintained throughout the process, from requirements identification through fielding of migration candidates and applications.

i. Identify data requirements to the C4 Systems Integration Working Group for identification and integration into GCCS data administration. Coordinate with appropriate Service/CINC to ensure live data feeds for existing data flows are transmitted and procedures written to require transmission of new data from the source. Identify required additions and changes to data element standards in the working group's area of responsibilities.

j. Respond to OPR and GCC Review Board taskings through the appropriate chain of command and administrative support structures.

k. Provide progress reports through the GCC Review Board to the General/Flag Officers Advisory Board as required.

l. Identify functional and technical training requirements for GCCS and submit them to the Training Working Group.

m. In conjunction with the C4 Systems Integration Working Group, identify requirements and develop a plan to ensure their transition from the current systems supporting the functional area to GCCS. Submit plans to the GCC Review Board for consolidation and submission to the General/Flag Officers Advisory Board for OPR approval.

n. Ensure that security requirements, including hardware and software technology transfer and data responsibility, are considered when identifying, reviewing, and refining functional requirements.

o. Develop charters and submit for approval to the GCC Review Board.

7. Joint Staff. Through the appropriate Functional Area and C4 Systems Integration Working Group, Joint Staff directorates will participate in actions to accomplish the following: review and collaborate on GCCS documentation and prototype review; define and develop specific GCCS requirements that fall in the directorates' areas of functional responsibilities; resolve issues relating to standardization of functional data elements to be used in GCCS; and coordinate with the OPR on developing, testing, and implementing GCCS capabilities. Each Joint Staff directorate provides a flag level representative to the General/Flag Officers Advisory Board, a planner level representative to GCC Review Board, a planner as chairperson of the Functional Area Working Group(s) for which it is responsible, and representatives to other established and ad hoc working groups as required. Each Joint Staff directorate assists the OPR in all GCC matters and serves as the Joint Staff point of contact for all GCC matters related to the directorate's area of responsibility. All Joint Staff directorates will identify and initiate staffing on modifications of policy, procedures, and the Joint Reporting System (JRS) as an integral part of GCCS development.

a. Director for Manpower and Personnel, J-1. The Director, J-1, will assist the OPR by exercising responsibility for all GCC issues relating to personnel support systems.

(1) Identifies personnel support system requirements.

(2) Provides staff expertise to the appropriate functional working groups to support development of systems that meet identified requirements.

b. Director for Intelligence, J-2. The Director for Intelligence, J-2, will assist the OPR by exercising oversight of intelligence systems development, integration, and management of intelligence automated information activities in GCCS including integration of non-DOD intelligence community systems.

(1) Serves as the Joint Staff point of contact in all intelligence systems matters.

(2) Provides the chair for the Intelligence Functional Working Group.

(3) Assists the OPR by coordinating with ASD(C3I), the Intelligence Systems Board and the Intelligence Community Management Staff on intelligence systems matters.

(4) Assists the OPR by executing oversight of standards, interoperability, and requirements for intelligence applications within GCCS.

(5) Represents the Combat Support Intelligence Agencies for GCC matters.

c. Director for Operations, J-3

(1) Exercises functions of OPR, maintaining oversight of all aspects of GCC policy, procedures, development, implementation, funding within the scope of CJCS guidance, and chairing the GCC General/Flag Officer Advisory Board.

(2) Serves as the GCC Functional Manager, responsible for coordination of system-wide functional requirements.

(3) Reviews deployment and crisis action planning policy and procedures.

(4) Approves GCC policy.

(5) Approves GCCS spending and PPBS submissions of those funds managed by the Joint Staff and DISA. Receives for information from the Services their GCCS spending and PPBS submissions.

(6) Approves GCCS development and implementation plans.

(7) Provides the chairperson for the Employment and Crisis Action Functional Area Working Group, the Readiness Working Group, and the co-chairperson for the GCC Training Working Group.

(8) In coordination with J6, exercises oversight of GCC training, with responsibility for functional training.

(9) Coordinates GCC training in the National Capital Region, to include Flag and General officer seminars.

(10) Maintains a GCC Support Branch to serve as the administrative liaison between the OPR and the users.

d. Director for Logistics, J-4. The Director for Logistics, J-4, will assist the OPR by exercising responsibility for mobilization, demobilization, sustainment, reconstitution, deployment, and redeployment policy and procedure definition, and for management of related prototype development efforts. Specific roles include working with the CINCs to clarify and define customer requirements, working with the Services and Defense agencies to develop policies and procedures for satisfying these requirements, and identifying those logistic automated information systems that must be interfaced (or interoperable with) to provide accurate and timely information. Functions include:

(1) Serving as the Joint Staff point of contact in all logistics Information System matters pertaining to mobilization, demobilization, deployment, redeployment, sustainment (including medical), and reconstitution.

(2) Providing chairs for the Sustainment, and Deployment and Redeployment Working Groups (and subgroups as required) within GGCS.

(3) Defining and refining logistics information system mobilization and sustainment policies, procedures, and ADP support requirements in collaboration with the logistics staffs of the Services, combatant and functional unified commands, and Defense agencies.

(4) Preparing input to appropriate documentation.

e. Director for Strategic Plans and Policy, J-5. The Director for Strategic Plans and Policy, J-5, serves as the Joint Staff point of contact for GCC coordination with DOS, CIA, FEMA, and other non-DOD agencies.

f. Director for Command, Control, Communications, and Computer Systems Directorate, J-6

(1) Assists the OPR by serving as system implementer executing technical oversight for all C4 system development, ADP integration and management of technical activities in GCCS, operations and maintenance of the network, data administration, configuration management, and communications management.

(2) Directs the design, development, acquisition, and integration of automated systems that support OPR-approved GCC requirements and provides this plan to the OPR for approval.

(3) Provides the OPR with a technical impact assessment on proposed functionality changes.

(4) Coordinates technical hardware development and integration with the Services to ensure required support is present when GCCS software is fielded. To this end, identifies and coordinates with the Services total resource requirements to support GCCS.

(5) Prepares and reviews, in conjunction with DISA, the spending and PPBS submissions of those funds managed by the Joint Staff and DISA that support development and implementation of systems that support GCC. In conjunction with the OPR, approves the GCCS spending and PPBS submissions. In conjunction with the OPR, receives for information the Services and other DOD agency GCCS spending and PPBS submissions. Executes the budget approved by the OPR that is required to support

development, testing, fielding, acquisition, and initial maintenance of GCCS hardware, operating software, and ADP applications. Advises the OPR of funding constraints that may affect satisfying GCCS requirements and milestones. Submits changes to the approved spending and development plans for OPR concurrence.

(6) Identifies, in conjunction with the Services, Service resource management and budgeting requirements in support of GCCS.

(7) Directs the preparation of development and implementation and executes those plans approved by the OPR.

(8) Assists the OPR by coordinating with ASD(C3I) for acquisition matters.

(9) Provides necessary guidance and direction to DISA/PM GCCS to execute development, evaluation, acquisition, fielding, maintenance, and configuration control of GCCS COE interfaces and GCCS applications.

(10) Performs duties as GCCS data administrator, including approval of data element standardization for compliance with DOD standards. Approves data standardization policy for GCCS to resolve data base compliance.

(11) Executes oversight of GCCS configuration management.

(12) Approves Joint Reporting System changes in accordance with Joint Pub 1-03.

(13) Serves as the Joint Staff point of contact for all GCC matters relating to C4.

(14) Manages, in coordination with J-3, oversight of GCCS training, with responsibility for technical training.

(15) Coordinates with the OPR those COTS automated systems, telecommunication services, and Government-owned system interfaces as technical solutions that support GCCS requirements.

(16) Provides oversight of the network management of the operational system supported by DISA.

(17) Coordinates technical decisions with the GCC Review Board to avoid adverse impact on users.

(18) Provides the chairperson of the C4 Systems Integration Working Group, and provides the co-chairperson for the GCC Training Working Group.

(19) Publishes the agenda and minutes of the GCC Review Board.

(20) Ensures, in the capacity as the chairperson of the MCEB, that issues of interest to the GCC management structure are presented to this body, and that issues emerging from this group are identified to the GCC management structure.

(21) Provides flag-level chair to the GCC Review Board.

g. Director for Operational Plans and Interoperability,
J-7

(1) Assists the OPR by executing responsibility for development, integration, and documentation of GCCS procedures.

(2) Reviews development of deliberate planning policy and procedures.

(3) Exercises primary Joint Staff action for the publication and continuing development of the policies and procedures for the review of the operation plans of combatant and functional unified commands.

(4) Provides observers and participants to attend deliberate planning conferences.

(5) Assists the OPR in all GCC matters relating to development of deliberate planning procedures.

(6) Serves as the Joint Staff point of contact for all matters relating to GCC deliberate planning procedures.

(7) Provides chairperson for the Deliberate Planning Working Group.

h. Director for Force Structure, Resources, and Assessment, J-8

- (1) Coordinates with the OPR to determine the GCCS effect on modeling and simulation results.
- (2) Coordinates with the OPR on the development and employment of C4 analytical models.
- (3) Serves as the PPBS advisor for GCCS matters.
- (4) Establishes modeling and simulation interface requirements for GCCS.
- (5) Provides the chairperson for the GCC Modeling and Simulation Working Group.

8. Combatant and functional unified commands

- a. Provide flag-level representatives to the GCC General/Flag Officers Advisory Board.
- b. Provide 0-6 representatives to GCC Review Board.
- c. Provide representatives to Functional Area and C4 Systems Integration Working Groups and provide representatives with CJTF staff expertise to the Employment and Crisis action working group.
- d. Attend other working groups as required.
- e. Provide emerging requirements to appropriate working groups for action and, as required, provide test bed for GCCS prototypes.
- f. Oversee, in coordination with the Services, the operation and maintenance of the GCCS sites.
- g. Establish, at discretion, an ad-hoc working group with membership that represents functional area mission requirements. This group will ensure information from the GCC working groups is spread throughout the command, and be able to provide current information to the CINC planners and general officers who attend the Review Board and General/Flag Officers Advisory Board.

9. Military Services

- a. Provide a flag-level representative to the GCC General/Flag Officers Advisory Board.

- b. Provide 0-6 level representatives to GCC Review Board.
- c. Provide representatives to Functional Area and C4 Systems Integration Working Groups.
- d. Establish Service GCCS points of contact for planning and coordinating functional and technical Service efforts related to GCCS development and resources.
- e. Plan, program, and budget, upon identification of specific requirements (within fiscal constraints), the resources required to support the following:
 - (1) Changes to their existing systems that provide data to GCCS.
 - (2) Fielding, operations, maintenance, and training at designated Initial Operational Capability (IOC) and Service selected sites after delivery of DISA provided IOC hardware/software and subsequent system and application upgrades.
 - (3) Necessary internal initiatives.
- f. Provide for information to the Joint Staff J-3 and J-6 Service GCCS spending plans and PPBS submissions that support Joint and Service GCCS requirements, to include modifications to those applications that have been integrated into GCCS; for applications that are planned to migrate to GCCS; and for applications that meet the requirements in subparagraph 5b.
- g. Operate and maintain, in coordination with the combatant and functional unified commands and components, GCCS sites.
- h. As members of the GCC Review Board and the General/Flag Officers Advisory Board, serve as channels for providing the Services information about proposed GCCS activity that may impact Service resources and POMs. Decisions affecting Service resources and POMs will be staffed through normal Service coordination procedures.

10. Defense Information System Agency (DISA)

- a. Serves as executive agent of the Joint Staff for GCCS and for the transition efforts that migrate current systems to GCCS.
- b. Provides the Project Manager for GCCS who provides oversight and direction of activities in DISA to:
 - (1) Integrate, test, and field all GCCS ADP applications in accordance with Joint Staff guidance.
 - (2) Develop and maintain GCCS configuration management with direct user involvement in accordance with the DISA configuration management policy.
 - (3) Provide periodic updates to the GCC General/Flag Officers Advisory Board on program development and budget execution.
 - (4) Coordinate staffing of specification documentation, prototypes, and other system improvements with the Services, combatant and functional unified commands, other Defense agencies, and the Joint Staff. Provide version content documents to the Working Groups and the engineering analysis for nominated functions.
 - (5) Provide J-6 a technical impact assessment on proposed new functionality. Advise the J-6 of technological and financial constraints that may adversely affect achieving GCCS requirements and milestones.
 - (6) Develop specific application software as approved by the GCC OPR and directed by the J-6.
 - (7) Incorporate approved Engineering Change Proposals (ECPs) and Incident Reports (IRs) into the GCCS baseline.
 - (8) Provide the technical oversight and participate, as appropriate, in all GCCS testing efforts.
 - (9) Provide appropriate and necessary functional and technical documentation for ADP applications.
 - (10) Develop funding estimates that support GCC requirements and align funding to support the

approved GCCS development and implementation plans. Provide these estimates and proposed allocation of funds to the J-6 as required.

(11) Approves, in conjunction with its Configuration Management Board and prioritizes ECPs and ensures that action is taken to implement approved ECPs, monitor progress, and enforce milestones for completion.

c. Manage the long-haul communications network that supports GCCS connectivity to each site's GCCS premise router. Provide technical assistance for local connectivity requirements. Provide procedures to ensure users without direct access to GCCS through either Wide Area or Local Area networks can access the system.

11. Other Defense Agencies

a. Collaborate in the development and implementation of GCC requirements related to their activities as tasked by the appropriate Joint Staff directorate.

b. Determine the impact and feasibility (procedural and technical) of GCCS information exchange requirements.

c. Support the OPR and J-6 by planning, programming, budgeting, and funding GCCS interface requirements and necessary internal initiatives within fiscal constraints.

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GLOBAL COMMAND AND CONTROL MANAGEMENT STRUCTURE

**GCCS GENERAL OFFICER
FLAG OFFICER ADVISORY
BOARD**

CHAIR: J3

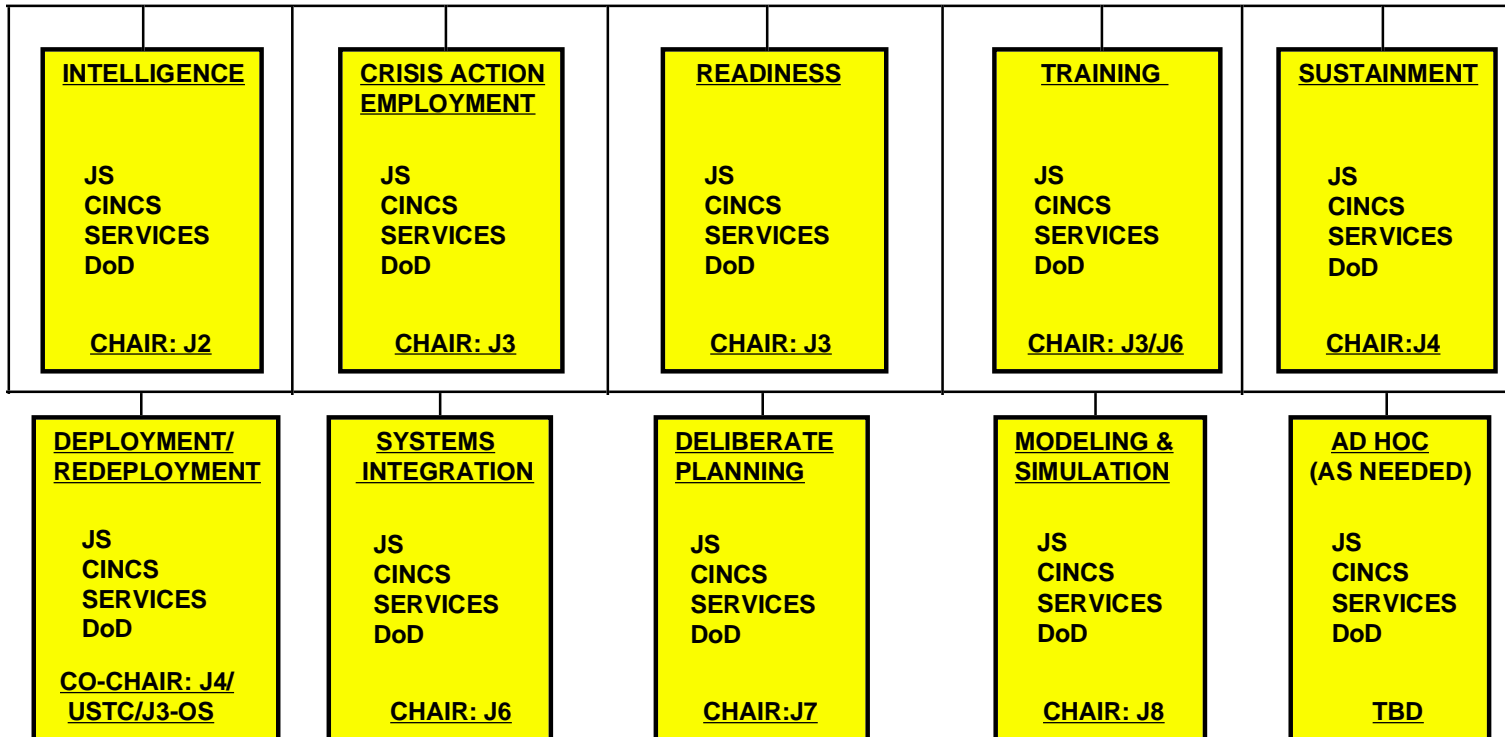
FLAG OFFICERS FROM
JOINT STAFF DIRECTORATES; CINCS;
SERVICES; DoD AGENCIES

GCCS REVIEW BOARD

CHAIR: J6

PLANNERS (O-6) FROM
JOINT STAFF DIRECTORATES; CINCS;
SERVICES; DoD AGENCIES; CHAIRS OF
FUNCTIONAL AND SYSTEMS
WORKING GROUPS.

WORKING GROUPS



B-1

Enclosure B

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