



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

J-7

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CJCS Notice 3500.01

31 August 2011

## 2012-2015 CHAIRMAN'S JOINT TRAINING GUIDANCE

References: See Enclosure B

1. Purpose. This notice provides the annual CJCS Joint Training Guidance update to all DOD Components for the planning, execution, and assessment of joint training for FY 12 to 15, as mandated in CJCSI 3500.01F, "Joint Training Policy and Guidance for the Armed Forces of the United States." This guidance is specifically intended to support development of the FY 13 Joint Training Plan (JTP). It may also support potential adjustments/additions to FY 12 JTPs and objectives based on emerging missions, and the Chairman's high-interest training issues (HITIs).

2. Cancellation. CJCS Notice 3500.01, 3 December 2010, "2011-2014 Chairman's Joint Training Guidance," is canceled.

3. Applicability. This CJCS Notice applies to combatant commands, Services, Reserve Components, National Guard Bureau, combat support agencies (CSAs), Joint Staff directorates, and other joint organizations.

#### 4. Background

a. The United States remains engaged in a multifaceted political and military struggle against a number of transnational terrorist organizations, while simultaneously facing a broad range of security challenges around the world. This complex and uncertain security landscape demands that the United States maintain a broad portfolio of military capabilities with maximum versatility across the range of military operations. Joint forces must fully embrace and leverage the capabilities of all potential partners in a myriad of operational environments. Our joint training programs must reflect this mandate. Full-spectrum joint, combined, interagency, and multinational training and exercises are fundamental to developing and maintaining the

required capabilities that enable joint and integrated forces to prevail in these environments. A mission-focused joint training program must utilize a joint, whole-of-government, and multinational approach to integrate all instruments of national power in meeting current and future complex national security challenges.

b. An increasingly constrained budget environment for the DOD necessitates that joint trainers clearly establish joint training priorities to maintain the necessary military capabilities to meet current and future threats. The selection and execution of joint training events are critical choices in this time of constrained and declining resources. The identification and prioritization of joint training requirements by all joint training stakeholders is a necessity to ensure joint training activities achieve the greatest benefit in security cooperation activities with global core partners<sup>1</sup> and joint force readiness.

c. The disestablishment of United States Joint Forces Command (USJFCOM) will be accomplished without overall degradation of joint training support to joint training stakeholders. Key joint training support functions are retained in the Joint Force Development Directorate, Joint Staff J-7, and the Joint Staff will establish policy, relationships, and processes to ensure uninterrupted governance, validation and prioritization of joint training requirements, resource allocation, joint training support, and joint training assessment.

## 5. Action or Procedure

a. In coordination with the Under Secretary of Defense for Personnel and Readiness, the Director, Joint Force Development, Joint Staff J-7, will provide staff oversight and assess overall progress in achieving HITIs. JS J-7 will analyze relevant assessments and data to validate prioritized joint training capability requirements for consideration in resource forums.

b. Combatant Commanders will:

(1) Prepare their subordinate commanders, individuals, and staffs to conduct the full range of military operations by incorporating a progressive and synchronized joint training program encompassing individual, staff, and collective training in their JTPs. Ensure continuous Joint Mission Essential Task List (JMETL) refinement to reflect current readiness, lessons learned, joint experimentation, capabilities development, training, and joint military education programs. Replicate the prevalent/anticipated operational environment by increasing interagency, intergovernmental, and multinational and international organization interaction in joint training events: “train like

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<sup>1</sup> See Reference a, “Guidance for Employment of the Force”, 9 April 2011 for the list of global core partners.

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we operate.” Plan, coordinate, and exercise routinely across geographic boundaries and functional seams, and incorporate degraded air, sea, cyber, and space environments to more realistically stress training audiences.

(2) Develop, refine, execute, and manage training programs that support mission capability requirements through application of the Joint Training System (JTS) to determine requirements, develop the plan, execute, and assess. Document and manage the information requirements of their collective joint training programs in the Joint Training Information Management System (JTIMS). JTIMS should also be used, to the greatest extent possible, in addition to Learning Management Systems, to support management and execution of individual, staff, and coalition training programs.

(3) Develop and implement baseline training requirements for their joint task force (JTF) capable headquarters (HQ) that ensure JTF HQ are prepared to perform operational-level command and control of joint operations and enable unified action by all participants to achieve unity of effort.

(4) Seek opportunities to assist in the integration of emerging joint warfighting capabilities into joint training events. The capability recommendations that result from concept experimentation are intended to support better operational execution in future (anticipated) operational environments and can lead to the development of new joint training processes and systems.

c. CSA directors will:

(1) Prepare their organizations to support the full range of military operations by incorporating a progressive and synchronized joint training program encompassing individual, staff, and collective training in their JTPs. Ensure continuous Agency Mission Essential Task List (AMETL) refinement to reflect current readiness, lessons learned, joint experimentation, capabilities development, training, and joint military education programs. Replicate the prevalent/anticipated operational environment by increasing interagency, intergovernmental, multinational, and international organization interaction in joint training events with the combatant commands: “train like we operate.”

(2) Develop, refine, execute and manage training programs that support mission capability requirements through application of the JTS to determine requirements, develop the plan, execute, and assess; and document and manage the information requirements of their joint training programs in the JTIMS. JTIMS should also be used, to the greatest extent possible, in addition to Learning Management Systems, to support management and execution of individual, staff and coalition training programs.

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(3) Seek opportunities to assist in the integration of emerging joint warfighting capabilities into joint training events. The capability recommendations that result from concept experimentation are intended to support better operational execution in future (anticipated) operational environments and can lead to the development of new joint training processes and systems.

d. The Military Departments will:

(1) Ensure conventional forces are trained and ready for employment as joint capable forces. The disestablishment of USJFCOM shifts responsibility to the Services as the primary joint force providers for conventional forces.

(2) Focus joint training and prepare conventional forces for joint employment using the High Interest Training Requirements (HITRs) in the Joint Staff JTP Tab H found in JTIMS.

(3) Track joint training received by their individual personnel so as to improve awareness and application of joint trained personnel.

6. High-Interest Training Issues. HITIs are SecDef and CJCS special-interest items that commanders should consider for emphasis in their training programs. The HITIs at Enclosure A in sum reflect capabilities of strategic importance required by the Armed Forces of the United States and do not reflect a higher-to-lower ranking of priorities. Each command should incorporate relevant mission-specific aspects of these HITIs into its joint and/or Service training program.

7. Releasability. This notice 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 notice at reference b.

8. Effective Date. This notice is effective upon receipt. It expires 31 August 2012.



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Director, Joint Staff

Enclosures:

- A - High Interest Training Issues
- B - References

ENCLOSURE A

HIGH INTEREST TRAINING ISSUES

1. Counterinsurgency (COIN), Stability Operations, and Counterterrorism (CT) Competencies and Capacities in Conventional Forces (CF). The Department of Defense envisions institutionalizing these areas as core competencies in the joint force to foster effectiveness in these complex mission areas while maintaining our advantage in conventional warfare. Strategic and operational considerations are found in reference c. Responsibilities are outlined in reference d. References e through h describes how a future joint force commander (JFC) might conduct Irregular Warfare (IW), including Unconventional Warfare, Foreign Internal Defense, and Defeating Terrorist Networks. See related joint doctrine and guidance in references i through m for detailed guidance on considerations for the conduct of COIN, stability operations, foreign internal defense, foreign humanitarian assistance, and CT training.

a. Sustain joint training capabilities to support the U.S. Afghanistan-Pakistan Strategy. This strategy is the Department's highest priority. Master joint COIN doctrine and principles in theory and practical implementation. Train units, leaders, and staffs with the language, cultural, tactical, advisory, and interagency skills required to conduct COIN operations successfully. Training should emphasize interaction with indigenous populations. Relevant assessment methods (e.g., speaking tests and cultural role playing) should be used when evaluating proficiency in these skills.

b. Security Force Assistance (SFA) is a key component of our defense strategy against both traditional and increasingly irregular threats. SFA is defined as DOD activities that contribute to unified action by the USG to support the development of capacity and capability of foreign security forces and their supporting institutions (reference n). Force providers should identify individuals and organizations likely to conduct SFA and address training certifications, language skills, regional expertise, and cultural awareness for those personnel and organizations. SFA can be a key component of theater security cooperation activities to build capacity and capability of partner security forces to operate with or in lieu of U.S. forces.

c. Maximize individual and collective training initiatives that reinforce understanding escalation-of-force procedures and minimizing civilian casualties. Integrate consideration of potential civilian casualties into fire support planning and kill chain systems.

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d. Address the need to plan for and synchronize contract support in operations. Operational Contract Support (OCS) is often a significant challenge in most operations and therefore requires significant training and education in order to act as a force multiplier and supporting capability. OCS is the ability to orchestrate and synchronize integrated contract support and is not limited to only logistics support. It is therefore an integral part of facilitating COIN initiatives and stability operations including building host nation capability and capacity, and hiring local nationals. There is also a strong linkage between OCS and intelligence and operations (reference o).

e. Address conventional warfighting skills that have atrophied and require attention to fully reset and reconstitute the force. Continue to build the IW and COIN skills that, in combination with conventional warfighting skills, maximize the capabilities that our forces need to meet operational demands. Where possible, use potential capabilities derived from relevant joint concepts that anticipate IW and COIN environments.

f. Consider the integration of religious and cultural considerations into joint training and planning. Anticipate the use of chaplains, chaplain assistants, and religious program specialists in supporting, as appropriate, peacekeeping and conflict resolution, humanitarian assistance/disaster relief operations, Defense Support of Civil Authorities, theater security cooperation, and faith-based and nongovernmental organizations' peace operations.

2. Information Operations (IO). IO is the integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. Joint IO training must keep pace with technological change and the demands of the strategic and operational environment, specifically in the ability to integrate plans and capabilities. References p through s provides overarching guidance and considerations for conducting IO training. Also see doctrinal references t through w for information on information operations, electronic warfare, psychological operations (renamed Military Information Support Operations or MISO), public affairs, and joint operations security.

a. IO training should focus on Information Operations Intelligence Integration (IOII) and joint IO analysis, planning, execution, and assessment skills necessary to ensure unity of effort between information related capabilities, as well as IO integration into joint operations.

b. The Joint IO Range (JIOR) and related live, virtual and constructive cyberspace training environments in the Department of Defense offer a secure platform for joint IO planning and execution training, as well as IO system testing and evaluation. The JIOR should be used to the maximum extent possible.

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c. To further advance “train as we fight” principles, and to increase operator proficiency and mission effectiveness in the cyberspace domain, priority should be given to expanding Red Team and Aggressor Force activities. This can be facilitated by increasing intelligence collection on methodologies and tactics, techniques, and procedures (TTPs) used by U.S. adversaries to conduct exploitation activities, especially in cyberspace.

3. Integration of Intelligence, Surveillance, and Reconnaissance (ISR) and associated Processing, Exploitation, and Dissemination (PED) Capabilities. Reference x details doctrinal guidance; and reference y provides an operational-level description of how improvements to ISR planning and direction can provide the JFC with increased persistence in observation and collection against targets of interest across the range of military operations. ISR training goals are not achievable unless unmanned aircraft systems (UAS) have increased access to the national airspace. Continue to expand UAS access to the national airspace for UAS Groups to support increased ISR training requirements. See related joint doctrine in references z and aa for guidance on ISR that may be applicable for determining training requirements.

a. Training at home station and combat training centers should emphasize integrating ISR capabilities at the lowest practical level to ensure small units are able to employ ISR capabilities upon entry into a theater of operations.

b. Maximize the use of the Joint Live Virtual Constructive (LVC) Federation that can connect small units and virtual ISR capabilities via the Joint Training Enterprise Network (JTEN) for training.

4. Homeland Defense/Civil Support. Our most vital interests are the safety and security of our people, territory and way of life. See references ab through af for guidance on strategic imperatives and considerations for the conduct of homeland defense and civil support training. We will continue to dedicate, fund, and train a portion of the National Guard for homeland defense and defense support of civil authorities. Also, see reference ag for a description of how the future joint force might plan, prepare, deploy, employ, and sustain the force to detect, deter, prevent; or, if necessary, defeat attacks against the homeland, provide defense support of civil authorities, and plan for emergencies. Continue to develop and implement programs to train units, leaders, and staffs in the required chemical, biological, radiological, and nuclear (CBRN) consequence management (CM) skills. These should include exercising and evaluation of domestic CM operations in CBRN environments.

5. Integration of Special Operations Forces (SOF) with Conventional Forces (CF). SOF/CF integration will continue to be a key enabler for joint operations across the range of military operations, and especially for IW. The JFC should clearly define command relationships when integrating SOF and CF for training

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or operations. The key to seamless integration is the ability for CF and SOF to train and rehearse together both pre-deployment and in the operational area prior to employment. CF, in coordination with SOF, will have sufficient capability to train, advise, assist foreign conventional security forces, support foreign internal defense missions, and conduct CT and COIN operations. SOF and CF commanders must adapt new and innovative ways to incorporate force enablers into training programs. SOF and CF must continue to educate the joint community on roles, missions, and functions. Where possible, consider using relevant capabilities that better integrate CF and SOF that are recommended in joint concepts for addressing future operational environments. The early identification of "force packages" (those critical enabling capabilities coupled with a deploying force) must be worked with USSOCOM and Joint Staff J-3 to build force sourcing solutions with the required capabilities to allow SOF and CF units the opportunity to properly integrate prior to deployment. Related joint doctrine on integration of CF and SOF is contained in references ah and ai.

6. Interagency, Intergovernmental, Nongovernmental Organization, and Multinational Coordination. Strategic and operational security challenges will be addressed through the employment of integrated, flexible, and supporting capabilities. The Department of Defense will include non-DOD partners in training events as part of the training audience whenever possible and within the capacity of the participating organization. The Department of Defense will continue to partner with the DOS Office of the Coordinator for Reconstruction and Stabilization to support the training of the Civilian Response Corps in combatant command exercises. Leverage joint training capabilities of the Civilian Expeditionary Workforce to support COIN operations in Afghanistan and Pakistan, and maximize support of interagency and multinational efforts in theater. Continue to develop relationships with interagency, state, local, and tribal partners through training and engagement as described in plans for defense support of civil authorities. Ensure training and domestic exercises provide opportunities to improve information sharing and application of intelligence capabilities in support of incident awareness and assessment. See reference c and related joint doctrine in reference aj for additional guidance on interagency approaches to be incorporated into joint and integrated training.

a. Continue implementation of the initiative to share observations, findings, and lessons learned among interagency, multinational and DOD partners. The Department of Defense is building a vast compendium of lessons from post 9/11 events that can be invaluable in training, and preparing interagency and multinational partners for unified action to successfully counter the complex challenges posed by state and non-state actors.

b. Improve linkages between combatant commands, interagency partners, and multinational forces during combined and joint training events.



Emphasize integration, coordination, and synchronization of the capabilities of all potential partners, to include logistics planning and execution.

c. Develop relationships with multinational partners through education, training, and military engagement. Ensure that multinational exercises provide opportunities to improve multinational information sharing; build partner capacity to conduct COIN, CT, and stability operations; and improve international cooperation.

7. Nuclear Deterrence. The heart of a credible and effective deterrent is the regular exercise of procedures demonstrating the capability to execute the nuclear deterrence mission. Applicable commands will participate in USSTRATCOM's GLOBAL THUNDER exercise. This exercise will provide the opportunity to validate nuclear deterrence responsibilities.

8. Cyberspace Operations. Cyberspace is a global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. Our ability to operate effectively in cyberspace is increasingly essential to protecting our security and defeating aggression. Potential adversary cyberspace operations represent one of the greatest ongoing threats in the global operational environment. The capability to conduct simultaneous offensive and defensive operations in this domain is critical, as it directly enables operations in degraded network environments. All commands and components must consider cyberspace operations a part of all training, as well as day-to-day operations. Reference ak provides guidance on cyberspace strategic imperatives and considerations for the conduct of cyberspace training.

a. Conduct an evaluation of operations in degraded network environments in at least one major exercise annually.

b. Incorporate and assess computer network operations activities in all joint exercises.

9. Joint Targeting. Effective joint targeting is a primary determinant of success in the application of national power. It maximizes the value of force application while minimizing collateral damage. In joint training and education efforts, it is essential to ensure an understanding of the joint targeting cycle with emphasis on target intelligence production (target development, target list management, battle damage assessment, and target system analysis), weaponeering, the law of war, collateral damage estimation, rules of engagement, and assessment. In addition to efforts underway to expand exposure to joint targeting in Joint Professional Military Education, it is necessary to regularly apply the joint targeting cycle during joint exercises to prepare the joint force to efficiently and effectively execute joint targeting.

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References z and al contain doctrinal guidance to leverage in joint targeting training and education.

10. Integrated Air and Missile Defense (IAMD). The integration of air and missile defense capabilities and overlapping operations is essential to defend the homeland and U.S. national interests, protect the joint force, and enable freedom of action by negating an adversary's ability to achieve adverse effects from its air and missile capabilities. Training should increase combatant command, Service, and agency awareness of the IAMD family of systems and incorporate IAMD training objectives into homeland, regional, and theater training events when appropriate. Reference am defines missile defense as defensive measures designed to destroy attacking enemy missiles or to nullify or reduce the effectiveness of such attack. Reference an describes how the ballistic missile threat is increasing both quantitatively and qualitatively, and is likely to continue to do so over the next decade. Current global trends indicate that ballistic missile systems are becoming more flexible, mobile, survivable, reliable, and accurate, while also increasing in range. Joint training and education efforts are essential to ensure an understanding of the joint processes and principles that enable geographic Combatant Commanders to execute global, AOR, and cross-AOR missile defense.

11. Joint Logistics. Joint Logistics operations are essential for enabling the combatant commander's with sufficient flexibility to execute effective and efficient operations. The combatant command exercise programs present the best prospect for integrating joint logistics through the employment of logistics units and capabilities from across the Services, interagency, and multinational community. Engaging early in exercise development and planning will provide the opportunities within the exercise environment to examine, stress, and develop integrated logistics capabilities that are interoperable and experienced in the joint environment. Areas of interest include support of irregular warfare; military operations in a nuclear environment; security, engagement, OCS, and relief and reconstruction activities; military operations in urban environments; and preparation for and coordination of strategic/operational deployment requirements. This training will improve adaptability to deal with rapid change and to plan and manage operational transitions over time and space. References ao to aq provides joint doctrinal guidance on joint logistics operations.

12. Joint Electromagnetic Spectrum Operations (JEMSO). The electromagnetic spectrum (EMS) is a maneuver space essential to control the operational environment across the range of military operations. Virtually all information being transferred to/from the warfighter will at some point cross the EMS. This maneuver space, however, has become increasingly constrained by both civil uses and adversary attempts to deny it use - creating a congested and contested environment. Since this constrains our freedom to maneuver in the EMS, resulting in the loss of our ability to bring all friendly force

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capabilities to bear, training is vital. JEMSO are those activities consisting of electronic warfare and joint electromagnetic management operations used to exploit, attack, protect, and manage the electromagnetic operational environment to achieve the commander's objectives. JEMSO enables EMS dependent systems to function in the intended operational environment.

a. JEMSO must be considered as an integral part of all joint exercises and whenever possible conducted in a coherent, realistic electromagnetic environment (i.e. mirroring adversary and civilian infrastructure).

b. See related joint doctrine in references t and ar for detailed guidance on considerations for EW and JEMSO. Reference as details the environmental considerations and the need for expanded JEMSO training.

13. Civil Military Operations (CMO) and the supporting Civil Affairs Operations (CAO). CMO and CAO are inherently joint, interagency, and multinational at all levels. CAO and CMO have been central to the line of operations of every major operation conducted since 2001. CMO and CAO support the joint force commander by using negotiation, collaboration, and rapport-building as tools to shape the civil domain of the operational environment. To maximize operational effectiveness, this capability must be developed, coordinated, and refined in exercise programs prior to employment to support operations. CMO and CAO at the strategic level should focus training on improving considerations of indigenous cultures and techniques to engage the civilian populace in order to build relationships. Typically CMO and CAO support Geographic Combatant Commander (GCC) Theater Campaign Plans (TCP) and Theater Security Cooperation (TSC) objectives by synchronizing military and whole-of-government instruments of national power in support of Phase 0/1 - Shaping activities. At the operational level, Joint Civil Affairs training should focus on shaping activities to effect and improve immediate and/or near-term shortfalls such as restoring public services (health, fire, police); public works (power, sanitation, water); movement, food, and shelter for dislocated civilians (DCs); police and security programs; and activities to enhance host nation (HN) government legitimacy. When appropriate, Civil Affairs (CA) forces conduct CAO to coordinate, synchronize, and integrate interagency, intergovernmental organizations (IGO), and non-governmental organizations (NGO) activities with military activities. CMO and CAO are holistic, cumulative, integrative, and synergistic, working within the seams of national power to bridge gaps in civilian and military capabilities.

a. Joint Civil Affairs training at the GCC in support of the TCP and TSC should focus on integrating civil affairs activities early in planning processes with focus on larger, long-term, regional issues regarding reconstruction, economic development, and stability. Include Civil Affairs capability in on-going exercises dedicated to validating current OPLANs and employment of the CA force.

b. Improve joint training capability to build partnership capacity by developing host nation civil, military capabilities and capacities to provide for security, economic opportunities, belief in the rule of law and essential services. Educate and train the non-Civil Affairs force on the CA capability, mission set for the joint force, and employment of the CA force and unique skills provided from the Service CA forces. The Department of Defense and interagency partners will learn CA capabilities, organization, and mission sets allowing better integration of CA assets into strategic and operational plans and operations.

c. Civil Affairs joint training includes training for command and control by enabling joint civil affairs forces to exercise authority and direction. Allow the joint CA force to work through and assess its requirements to the Joint Force commander and integration requirements with USG partners. These requirements include: formation of a Joint Civil Military Operations Task Force and integration into Joint lines operations; providing functional specialist capability; coordinating for civil information management integrating.

d. The joint civil affairs force training at the strategic and operational level should inform Joint, Interagency, Intergovernmental and Multinational planning processes and foster increased communication while promoting common situational awareness. Integrate, coordinate, and synchronize interagency, intergovernmental organizations (IGO), and non-governmental organizations (NGO) activities into exercise program training for both Civil Affairs and non-Civil Affairs forces. See references at for additional joint training considerations.

ENCLOSURE B

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