



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-3  
DISTRIBUTION: A, B, C, JS-LAN, S

CJCSI 3210.06  
10 June 2010

## IRREGULAR WARFARE

References: See Enclosure E.

1. Purpose. This instruction establishes procedures, objectives, and responsibilities to develop capabilities and capacities to conduct Irregular Warfare (IW)-relevant operations and activities in accordance with reference a.
2. Cancellation. None. This is a new instruction.
3. Applicability. This instruction applies to Joint Staff, Military Services, Defense agencies, combatant commands, Service and joint schools, the National Guard Bureau, Defense field activities, and all other organizational entities with the Department of Defense (DOD). This instruction is applicable to the United States Coast Guard (USCG) in accordance with reference b, and informative for other United States government (USG) agencies.
4. Summary. This instruction provides direction and guidance for implementation of reference a. It:
  - a. Establishes policy for integration of concepts and capabilities relevant to IW across all DOD activities.
  - b. Establishes policy for development of DOD contributions to a comprehensive approach to IW.
  - c. For the purposes of this instruction, defines the terms civilian-military team (CMT), comprehensive approach, foreign security forces (FSFs), steady-state and surge operations, and whole of government (WOG).

d. Specifies IW responsibilities for:

- (1) Joint Staff
- (2) Geographic Combatant Commands (GCCs)
- (3) Functional Combatant Commands
- (4) Military Services

5. Policy. Consistent with reference a and guidance articulated in reference c, the Military Services and combatant commands will coordinate with combat support agencies (CSAs) to integrate and de-conflict concepts and capabilities relevant to IW across all DOD activities including doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF); policy; analysis; exercises; experiments; and applicable strategies and plans. The results of these efforts will influence planning, programming, budgeting, and execution (PPBE) decisions in order to develop investment strategies to address capability and capacity requirements for IW-relevant activities and operations.

6. Definitions. See Glossary.

7. Responsibilities. See Enclosure A.

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/manual/notice through the Internet from the CJCS Directives Home Page--[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

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



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Enclosures:

- A -- Responsibilities
- B -- Table 1-1 DOD Regional Proficiency Guidelines
- C -- Table 1-2 IW-Relevant Skills and Experience
- D -- IW Annual Assessment
- E -- References
- GL -- Glossary of Acronyms and Abbreviations

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ENCLOSURE A  
RESPONSIBILITIES

1. Joint Staff

a. J-1

(1) Cooperate with the Military Services and the Office of the Under Secretary of Defense (USD) for Personnel and Readiness (OUSD(P&R)) in their development of programs and policies to promote career paths that attract and retain personnel with IW-relevant skills.

(2) In coordination with OUSD(P&R), provide advice and guidance on promotion of IW-relevant skills across the DOD and other interagency (IA) organizations to achieve a unified action that makes the most efficient use of limited resources.

(3) Review annual IW assessments from USJFCOM and USSOCOM that describe IW manpower deficiencies.

(4) In coordination with the Military Services and OUSD(P&R), establish regional proficiency standards/readiness criteria for personnel and units with IW-capable personnel and units.

(5) Provide subject matter expertise on joint manpower issues that may effect the ability of DOD to execute the tasks articulated in reference a.

(6) Address the personnel requirements in a DOTMLPF change recommendation in the Joint Capabilities Integration and Development System.

b. J-2

(1) Conduct and provide to the Office of the Under Secretary of Defense for Intelligence (OUSD (I)) an assessment of DOD capabilities and capacities for persistent intelligence, surveillance and reconnaissance (ISR) to determine if they are sufficient to assess operational areas and environments that may serve as safe havens for irregular threats.

(2) Manage the development of appropriate analytical intelligence models, tools, and data to provide intelligence support for IW.

(3) Project activity patterns on a regional and global scale for analyzing both friendly and adversary human networks.

(4) In conjunction with the combatant commanders (CCDRs) and Joint Staff J-3, prioritize capabilities to find, fix, target, track, engage, and assess state and non-state networks, cells, and individuals in order to support, enable, co-opt or neutralize their influence and operational capacities. This

includes capabilities to enable persistent, proactive measures such as Security Cooperation Offices (SCO)/MILGRPs, and activities to help prevent conflict and the emergence of irregular adversaries.

(5) Promote intelligence and counterintelligence career paths that attract and retain personnel with IW-relevant skills.

(6) Incorporate knowledge and capabilities from social and behavioral science disciplines, and existing civilian planning and assessment frameworks into the development of DOD strategies and plans in order to determine the drivers of conflict/crisis amongst relevant populations at the local, sub-regional, and regional levels, prevent and/or pre-empt crisis/conflict, and prevent adversary exploitation of those drivers for popular support.

(7) Incorporate assessments from country teams, the United States Agency for International Development (USAID), other organizations and USG agencies that address other factors in the environment to include root causes of instability.

(8) In accordance with strategic guidance documents, improve all-source intelligence across the joint capability areas (Planning and Directing, Collection, Processing and Exploitation, Analysis and Production, and Dissemination) to identify and characterize irregular threats from state and non-state actors. Ensure timely information dissemination from the strategic to the tactical level, recognizing that products releasable to foreign security partners are imperative for success in the IW environment.

c. J-3

(1) Review, staff, and incorporate the annual IW assessments into the Joint Combat Capability Assessment process (JCCA).

(2) In conjunction with the combatant commanders (CCDRs) and Joint Staff J-2, prioritize capabilities to find, fix, target, track, engage, and assess state and non-state networks, cells, and individuals in order to support, enable, co-opt or neutralize their influence and operational capacities. This includes capabilities to enable persistent, proactive measures such as Security Cooperation Offices/MILGRPs, and activities to help prevent conflict and the emergence of irregular adversaries.

(3) In conjunction with Joint Staff J-2 and J-5, incorporate knowledge from social and behavioral science disciplines into the development of DOD strategies and plans.

(4) In coordination with the Assistant Secretary of Defense (ASD) for Public Affairs, and CCDRs, advance the development and implementation of DOD's contribution to information strategies.

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(5) In coordination with the CCDRs and Joint Staff J-8, and working in conjunction with other USG agencies, develop priorities for Security Cooperation Offices/MILGRPs, and DOD capabilities and programs tailored to assess, train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

d. J-4. In coordination with the combatant commands, Military Services, and the USCG, develop guidance and procedures to:

(1) Assess for sufficiency the development and use of appropriate analytical models, tools and data to support logistics analysis of the U.S. Armed Forces conducting IW-relevant activities and operations.

(2) Enhance the joint logistics processes and capability areas to provide logistics support to U.S. Armed Forces conducting IW-relevant activities.

(3) Enhance contracting support capabilities for IW-relevant task force requirements.

(4) Develop engineering support for civil construction requirements.

(5) Develop priorities for logistic capabilities and programs tailored to train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure support of foreign security forces within their sovereign territory or when contributing forces elsewhere.

(6) Identify and provide access to planning and assessment models used by the USG and other entities to assist in developing comprehensive plans related to distributed operations and intra and inter-theater logistics.

e. J-5

(1) Support the Office of the Under Secretary of Defense for Policy (OUSDP) efforts to advance the development and implementation of comprehensive approach strategies for both steady-state and surge activities, and oversee DOD contributions to those efforts. In coordination with the CCDRs assist in the development of:

(a) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability for steady-state and surge activities.

(b) Policies and plans to promote a secure environment and build the interoperable capacity of partners to address irregular security challenges.

(2) In conjunction with Joint Staff J-8, support OUSDP efforts and in coordination with the CCDRs, develop guidance for Security Cooperation Offices/MILGRPs, and DOD capabilities and programs tailored to increase

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capability and capacity of foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

(3) Incorporate the annual USJFCOM and USSOCOM IW assessments into the Chairman's Risk Assessment (CRA).

(4) Incorporate knowledge and capabilities from social and behavioral science disciplines into the development of DOD strategies and plans in order to determine the drivers of conflict/crisis amongst relevant populations at the local, sub-regional, and regional levels, prevent and/or pre-empt crisis/conflict, and prevent adversary exploitation of those drivers for popular support.

f. J-6

(1) In coordination with the combatant commanders and Joint Staff J-8, annually set priorities for enhancing command, control, and communication architectures to support steady-state and surge IW-relevant activities, and facilitate interoperability with IA and indigenous partners in accordance with reference d.

(2) As the Joint Community Warfighter (JCW) Chief Information Officer (CIO), with the mutual support of the Director for Intelligence, Joint Staff, as the JCW representative at the Intelligence Community (IC) CIO Executive Council for intelligence and intelligence-related national security systems (NSS), and the mutual support of the Director of Operations, Joint Staff, who guides command, control, communications, and computers (C4) requirements through the clear delineation of global and regional operational requirements affecting the joint warfighting (deployable and non-deployable) IW relevant aspects of the global information grid (GIG) in accordance with reference e, execute responsibilities in:

- (a) Joint information technology (IT) including NSS and strategic planning
- (b) IT governance, capital planning and investment control
- (c) Net-centric data strategy implementation
- (d) Enterprise architecture development and IT standards
- (e) Information assurance (IA) and IA-workforce
- (f) Network operations

(3) Guide the development of IW capabilities throughout the GIG to support all levels of warfare across the full range of military operations in any operational environment in accordance with reference f.

g. J-7

(1) In conjunction with CCDRs, the Military Service Chiefs and in coordination with the Commandant of the USCG, assist in the development and maintain universal joint tasks (UJTs) that support IW-relevant activities and operations.

(2) Establish policy and guidance for joint and combined training using existing programs (e.g., the Joint Training System (JTS)) that meet CCDR IW-relevant requirements and promote interoperability with relevant U.S. departments and agencies, and multinational civilian and military organizations in accordance with references g and h.

(3) Administer the Chairman of the Joint Chiefs of Staff (CJCS) responsibilities for joint education, joint doctrine, annual training, concept development, and experimentation as well as the capturing, processing, and dissemination of lessons-learned to ensure the U.S. Armed Forces are prepared to plan, conduct, and sustain campaigns involving IW-related activities and operations, including:

(a) Counterterrorism (CT), unconventional warfare (UW), foreign internal defense (FID), counterinsurgency (COIN), and stability operations (SO).

(b) Strategic communication; information, psychological, civil-military, intelligence, and counterintelligence operations; and support to law enforcement.

(c) Sustained operational and intelligence preparation of the environment.

(d) Integrated operations of IA and multinational civilian and military organizations to support a foreign government or population in efforts against irregular threats.

(e) Operations with and through FSFs and supporting institutions to achieve objectives through IW-relevant activities.

(f) Security Cooperation Offices/MILGRPs established to develop and sustain long-term, personal relationships with key host-nation personnel at the operational through ministerial levels.

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(4) In accordance with reference i, incorporate IW-relevant experiences and best practices into joint doctrine in coordination with the CCDRs and the Military Services.

(5) In accordance with references j and k, ensure IW learning objectives are appropriately incorporated into Joint professional military education (PME) curricula.

h. J-8

(1) With the Director, Cost Assessment and Program Evaluation (CAPE), and in coordination with DOD components and the USCG, manage the development and use of appropriate analytical models, tools, and data to support the analysis of the U.S. Armed Forces for IW.

(2) Validate DOTMLPF capability gaps with IW applications and coordinate with appropriate capability developers to mitigate shortfalls through the Joint Capabilities Integration and Development Systems (JCIDS) process in accordance with reference l.

(3) In coordination with the Assistant Secretary of Defense for Special Operations, Low Intensity Conflict and Interdependent Capabilities (ASD(SOLIC&IC)), the Director, CAPE, and USCG, assess Military Department force planning for a range of steady-state and surge IW scenarios.

(4) Validate IW capability gaps submitted as integrated priority lists (IPLs) as part of the capability gap assessment in accordance with reference m.

2. Geographic Combatant Commands

a. Use existing plans and processes (e.g., Theater Strategy, Theater Campaign Plans, Global Force Management (GFM) process, standing operation plans (OPLANs), concept plans (CONPLANs)) to identify IW-relevant requirements and report IW capability shortfalls.

b. Incorporate IW-relevant tasks and concepts into training, modeling and simulations, exercises, and planning.

c. Advise the CJCS on capacity and capability requirements to implement theater campaign, operational and contingency plans relevant to IW.

d. Incorporate IW requirements into the current resourcing process of GCC/JCS threat assessment, risk assessment, and resource requirements identification process in order to inform the CRA.

e. Utilize the Joint Strategic Planning System (JSPS) to:

(1) Ensure planning considerations include programs tailored to assess, train, advise, and assist foreign security forces and partners at the

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ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

(2) Identify and initiate DOTMLPF change recommendations in accordance with reference 1.

f. In coordination with the CJCS and in support of USD(P) initiatives, assist in the development of:

(1) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability for steady-state and surge activities.

(2) Policies and plans to promote a secure environment and build a sustainable interoperable capacity of partners to address irregular security challenges.

(3) Strategies that support interagency goals and leverage interagency capabilities.

g. Coordinate with USCG on IW-relevant activities, as appropriate.

### 3. Functional Combatant Commands

#### a. USJFCOM

(1) In addition to the applicable responsibilities enumerated for the geographic combatant commands and in coordination with USSOCOM, the Military Services, and the USCG:

(a) Assist the CJCS by leading the collaborative development of joint IW-relevant doctrine in accordance with reference i.

(b) Explore new concepts and capabilities to promote the effectiveness of the U.S. Armed Forces in IW. Specifically USJFCOM will:

1. In coordination with the combatant commands, Military Services, the IC, and IA and multinational partners, identify critical IW challenges facing the DOD to ensure the development and evaluation of requisite joint concepts, warfighter challenges and candidate solutions. Once identified, ensure joint concepts and capabilities transition as appropriate into DOTMLPF enhancements for the joint force.

2. Identify and integrate emerging IW-relevant capabilities derived from joint concept development and experimentation conducted by the Military Services and combatant commands. These efforts will identify methods to transition emerging joint capabilities into DOTMLPF solutions.

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(c) Recommend mechanisms and capabilities for increasing interoperability and integration of general purpose forces (GPF) and special operations forces (SOF) in IW-relevant activities. Specifically USJFCOM will:

1. Work closely with the Joint Staff J-6, USSTRATCOM, Assistant Secretary of Defense for Networks and Information Integration (ASD(NII))/DOD CIO, Defense Information Systems Agency (DISA) and other combatant commands to standardize and optimize the network-enabled capabilities and services provided by the GIG in support of small units at the tactical edge conducting IW.

2. Leverage its relationship with USSOCOM and the special operations community to facilitate interaction and directly support GPF efforts to align IW-relevant doctrine.

(2) In conjunction with the Military Services and in coordination with the USCG, submit an annual assessment of the GPF of the U.S. Armed Forces' proficiency and readiness for IW to the CJCS.

(a) USJFCOM will incorporate reporting requirements for IW and IW-relevant activities as appropriate into this assessment.

(b) The format for this assessment is provided in Enclosure D.

(3) Additionally USJFCOM will:

(a) Lead the collaborative development of joint tasks and standards for GPF IW-relevant training and readiness for individual and units with OUSD(P&R), the joint staff, and the Military Services. Specifically USJFCOM will:

1. Identify and integrate IW "best practices" derived by experimentation efforts being carried out by GCCs in theater. These efforts will identify methods to transition "best practices" into DOTMLPF solutions.

2. Lead collaboration efforts between the Military Services, OUSD(P&R), and the GCCs to populate IW-relevant readiness reporting.

(b) Assist OUSD(P&R) in identifying critical skills and experiences relevant to IW for tracking by the Military Services and appropriate DOD agencies. Specifically USJFCOM will:

1. In conjunction with the Military Services and combatant commands, generate a prioritized list of IW-relevant skills and experience for incorporation into joint and Military Service personnel systems.



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2. Work collaboratively with the GCCs, USSOCOM, USSTRATCOM, and the Military Services to assist OUSD(P&R) in identifying the tracking requirements for critical skills and experiences relevant to IW.

(c) With the combatant commands and the Military Services, in coordination with the USCG, lead the identification of joint IW-relevant capabilities and recommend priorities for capability development to ASD (SOLIC&IC) and the CJCS. Specifically USJFCOM will:

1. Use the JCIDS and IPL processes.

2. Collaborate with the IC to identify critical intelligence analysis and collection capabilities necessary to support operations relevant to IW.

b. USSOCOM

(1) In addition to the applicable responsibilities enumerated for the geographic combatant commands, assist the CJCS by coordinating the development of those aspects of SOF doctrine relevant to IW.

(2) Contribute to the integration of SOF and GPF IW-relevant doctrine into joint doctrine in accordance with reference i.

(3) Lead the development of SOF IW-relevant training and education standards for individuals and units with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), the CJCS, and the Military Services.

(4) Develop SOF capabilities for extending U.S. reach into denied areas and uncertain environments by improving SOF capabilities to conduct COIN, CT, FID, and UW; both in conjunction with a multi-Service force deployment (MSFD) or as a joint SOF-led force when large scale application of military power is untenable or inappropriate.

(5) Submit an annual assessment of SOF proficiency and readiness for IW to the CJCS.

(a) This IW assessment will incorporate reporting requirements for IW and IW-relevant activities as appropriate into this assessment, to include SFA, stability operations, and counter threat finance.

(b) The format for this assessment is provided in Enclosure D.

(6) USSOCOM will coordinate with the combatant commands and USJFCOM to integrate SOF aspects of IW into joint exercises and war games.

(7) USSOCOM will inform ASD (SOLIC&IC) and the CJCS on SOF capability and capacity to meet steady-state and surge requirements. Additionally, USSOCOM will coordinate with the Joint Staff, Military Services, and USJFCOM to ensure that scalable GPF-enabler support requirements are sustainable to meet enduring combatant command campaign and plan implementation.

c. USSTRATCOM will execute responsibilities enumerated for the GCCs as applicable.

d. USTRANSCOM will execute responsibilities enumerated for the GCCs as applicable.

#### 4. Military Services

a. Maintain military capabilities and track their inventory and proficiency to meet combatant commander IW-relevant requirements articulated in strategic guidance documents.

b. Ensure curriculum in individual and unit training programs and Military Service schools prepare personnel for IW. Military Service schools will develop basic and advanced education and training programs and courses, as appropriate, that reflect joint and IW-relevant doctrine.

c. Submit an annual assessment of GPF proficiency and readiness for IW through USJFCOM in accordance with the process and format included in Enclosure D. These assessments will be further informed via existing Service reporting systems and the Chairman's Readiness System (CRS) as IW issues become operationally relevant. Military Services will report their readiness less Service SOF components. Service SOF components will submit their assessments to USSOCOM.

d. Report on identified IW-relevant Joint or Military Service mission essential tasks with respect to assigned or directed missions through existing readiness reporting systems. Existing readiness systems will evolve to support IW-relevant requirements. Specific systems include the Global Status of Resources and Training System (GSORTS), Defense Readiness Reporting System (DRRS), Joint Force Readiness Review (JFRR) and JCCA.

e. Measure and assess density and experience in IW-relevant skills by tracking military and DOD civilian personnel with skills and experience relevant to IW. (See Enclosures B and C)

(1) The purpose of tracking IW-relevant skills and experiences is to provide better visibility on DOD-wide capabilities for sourcing and for identifying gaps in capability and sufficiency for resolution.

(2) IW-relevant skills and experiences may be acquired through one or a combination of the following:

- (a) Military Services Occupational Specialty
  - (b) DOD Civilian Occupational Specialty
  - (c) University or college degree programs
  - (d) Technical school certificate program
  - (e) Occupational or professional licensing
  - (f) On-the-job training or life IW-relevant expertise
- f. Coordinate with USCG on IW-relevant activities, as appropriate.

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ENCLOSURE B

TABLE 1-1 DOD REGIONAL PROFICIENCY GUIDELINES

Regional proficiency skill level guidelines have been established in accordance with reference o. References p, q, and r pertain to overall guidance. These guidelines are intended to provide DOD components with benchmarks for assessing DOD-wide capabilities for regional proficiency.

Level	Description
<p>Level O+ Pre-Novice</p>	<p>Aware of very basic facts about the country, region, or culture: location, size, neighboring countries, what language is primary, some facts about the government, major personalities, religions(s), some recent history. Knows some facts about the relationship between the region and the United States. Knows major social norms (e.g. "do's and don'ts"). May have received familiarization training about the area. Total exposure to learning about the country, region, or culture is likely to have been brief, possibly immediately prior to assignment of arrival to the region. May have briefly visited the country or region, or have known someone from the culture. Needs assistance in understanding or dealing with nearly every situation involving the country or culture. May have basic communication skills such as a few common greetings in the primary language of the region and some other words or phrases such as: "How much?" or "Where is?" Will have difficulty understanding responses in the language if not accompanied by gestures and drawings.</p>
<p>Level 1 Novice</p>	<p>Limited exposure to the country, region, or area of specialization. <i>Less than 1 year of experience.</i> Knowledge comes from a combination of education/military experience, area studies, in-country assignments, travel, and specialized professional experience. Shows beginning ability to research and write summaries of events but has limited ability to explain why the events are significant. Has some level of proficiency related to a job that has relevance to a country, region, or issue, but has very limited knowledge about the country, region, or issue (e.g. an F-16 mechanic who goes to Norway to work with Norwegian F-16 mechanics but knows very little about Norway). <i>Has a basic survival-level understanding of the culture(s) and may have equally basic communication skills in the predominant language(s).</i></p>
<p>Level 2 Associate</p>	<p>Has <i>1 to 2 years of experience</i> working in an area of specialization or focused on a country or region at least 50 percent of the time. Has a basic understanding of the region or country. May possess in-depth knowledge that is narrowly defined within a region. Unlikely to understand how specialized knowledge fits with larger regional issues (i.e. knows military threat, but does not understand economic and political infrastructure implications). Can identify important events, but cannot explain why the event occurred or what might happen because of the event. Writes summaries and may present focused briefings on a narrow area of specialization. Knowledge comes from a combination of education, military experience, area studies courses, in-country assignments, travel, and other education or professional experience. Has a limited understanding of culture(s). <i>May have an elementary communications skill including basic conversation ability in a language spoken in the country or region.</i></p>

<p>Level 3 Professional</p>	<p>Typically <i>2 to 4 years of experience</i> working in an area of specialization or focused on a country or region at least 75 percent of the time. Viewed as a knowledgeable and valuable resource for issues and trends particular to a region or area of specialization. Demonstrates in-depth understanding of a specific subject area and directly related factors that affect or influence that area. Has enough knowledge of the area to make judgments about it and back them up with arguments. Writes and presents overviews or focused briefings based on area of specialization. Knowledge comes from a combination of education, military experience, area studies courses, in-country assignments, travel, mentoring, and specialized professional experience. Cultural experience reflects the knowledge of someone who has lived in a region or country for 1 year or more; has been immersed in the culture. Likely to have an Interagency Language Roundtable (ILR) level 2+ to level 3 proficiency in at least one language spoken in the country or region.</p>
<p>Level 4 Senior Professional</p>	<p>Typically <i>4 to 7 years in specialized area</i>, in addition to general experience in a broader subject area. Has a deeper knowledge and understanding of most of the components of a region or country than many or even most natives of the country. Can create and defend novel viewpoints regarding the subject matter; knows the pros and cons of the viewpoints. Consistently identifies deficiencies that affect knowledge of the subject area; designs, advises, or implements appropriate solutions. Has experience initiating the development or drafting of requirements-related documents and takes the lead in responding to requirements levied by others. Has experience developing or drafting policy-related documents or providing major input to such documents. Has experience working directly with senior U.S. military officers or directly with senior U.S. country or regional policy officers on programs that significantly affect U.S. policy in a country or region. Routinely writes and delivers substantive briefings on aspects of the region or country. Knowledge comes from a combination of advanced graduate education, seminars, research, teaching, publishing, area studies courses, in-country assignments, travel, mentoring, and specialized professional experience. <i>Cultural knowledge and experience allow the individual to blend easily in the culture. Almost always has ILR level 3 or higher proficiency in at least one of the languages spoken in the country or region.</i></p>
<p>Level 5 Expert</p>	<p>Has an in-depth, broad understanding of all aspects of the subject area with typically <i>more than 7 years of specialized experience</i>. Demonstrates deep understanding of issues and trends particular to an area of specialization. Anticipates problems or issues and develops solutions. Knows more than most educated people about the country or region and has a specialized knowledge of regional or country topics. Can discuss the political structure of the country in the context of abstract political theories, and can apply these theories to explain or assess behavior, or knows things about the structure most educated natives of the country would not know. Routinely writes and delivers authoritative papers and briefings to high-level officials on substantive and detailed subject areas. May have experience as a team leader or major contributor to a National Intelligence Estimate or a Theater Security Cooperation Plan related to a region or country. May have experience leading a national-level country team or serving as the DOD senior member of a national-level country team developing policy related to a country or region. Knowledge comes from a combination of advanced post-graduate education, advanced research, teaching, publishing, seminars, in-country assignments, travel, and specialized professional experience. <i>Has the cultural knowledge of someone who is treated like a native by natives of the country; is considered very close to being their equal. Only a few, obscure, infrequent, or out-of-the-way practices would be unknown. Would probably function as a member of the educated elite of that country or region. Almost always has ILR level 4 or higher proficiency in at least one of the languages spoken in the country or region.</i></p>

Table 1. DOD Regional Proficiency Guidelines

ENCLOSURE C

TABLE 1-2 IW-RELEVANT SKILLS AND EXPERIENCE

Table 2 is the initial baseline list of IW-relevant skills and experiences that will be tracked by Military Services through existing personnel reporting systems. This is a foundational list to support OUSD(P&R) tasks associated with IW-relevant skills and experiences tracking and will be built upon by the Military Services. It is understood that not all Military Services will have the same equity in each of the skills and experiences listed.

Advanced Civilian Degree Program
Advanced Human Intelligence (HUMINT) Specialist
American Embassy Assignment
Defense and Military Attaché
Security Assistance Officer
Civil Affairs - Service "All Ranks" Programs
Generalist
Functional
Civil Engineer or Tradesman (Licensed/Certified)
Coastal Sea Control Operations
Counter Threat Finance Analyst
Customs Official/Immigration Officer
Defense Personnel Exchange Program (DPEP)
Military Personnel Exchange Program (MPEP)
Defense Intelligence Personnel Exchange Program (DIPEP)
Explosive Ordnance Disposal Specialist
Foreign Aircraft Pilot
Foreign Aircraft Mechanic
Foreign Ship/Boat/Craft Mechanic or Engineer
Foreign Ship/Boat/Craft Operator
Hazardous Material (HAZMAT)/Military Environmental Response Operations
Human Terrain Team Member
Cultural Anthropologist
Social Scientist
Political Scientist
Area Studies Specialist
Interagency Liaison Officer Assignment
Language Skilled Personnel/Language Professionals
Low-Level Voice Intercept (LLVI) / Electronic Direction Finding Technician
Negotiator
Maritime Drug Interdiction
Maritime Platform Damage Control
Maritime Search and Rescue
Maritime Visit, Board, Search and Seizure (VBSS)/Maritime Interception Operations (MIO)
Mediator
Multi-Purpose Canine Team Member / Handler

Network Analysis Specialist
Port Operations, Security, and Defense (POSD)
Provincial Reconstruction Team (PRT) Member
Foreign Area Officer (FAO)
Foreign Policy Advisor
International Affairs Specialist
Political Advisor (POLAD)
Pol-Mil Advisor
Regional Area Specialist (RAS)
Regional Area Officer (RAO)
Political Affairs Officer
Rescue and Assistance to a Maritime Platform/Vessel
Riverine Operations
International Exchange Liaison Program
International Exchange Education Program
Security Assistance Training
AF Security Assistance Training (AFSAT) Mobile Training Team (MTT) or Extended Training Services Support (ETSS) Outside the Continental United States (OCONUS) Advisory Assignment
Sensitive Site Exploitation
Document and Materiel Exploitation (DOMEX)
Biometrics Specialist
Chain of Custody Specialist
Explosive and Biohazard Residue Detection Technician
Special Operations Command training programs such as Psychological Operations, Civil Affairs, and Information Operations
Information Operations (IO)
Defense Support to Diplomacy
Strategic Communication
Psychological Operations (PSYOP)
Public Affairs
Combat Camera
Systemic Functional Areas
Governance Specialist
Governance and Rule of Law
International Health Specialist
Law Enforcement
Legal Judicial System Specialist
Human Rights Law Specialist
International Law Specialist
Penal System Specialist
Public Administration Specialist
Urban Planner
Public Education Specialist
Public Health Specialist
Public Safety Specialist
Economic and Commerce Specialist
Civilian Supply Specialist
Economic Development Specialist
Banking Specialist
Food and Agriculture Specialist
Agribusiness Development Specialist



Veterinarian
Fisheries Specialist
Forestry Specialist
Public Facilities Specialist
Communications Specialist
Public Works and Utilities Specialist
Transportation Specialist
Special Functions Specialist
Cultural Relations Specialist
Fire and Rescue Emergency Services Specialist
Natural Resources Scientist / Engineer
Public and Civil Information Specialist
1 <sup>st</sup> and 2 <sup>nd</sup> Generation Citizen
Threat Finance Analyst
Trainer/Educator
Training, Advising and Assisting Host Nation (HN) Security Forces and Institutions Advisor
Military Transition Team (MiTT)
National Police Training Team (NPTT)
Police Transition Team (PTT)
Border Transition Team (BTT)
Port of Entry Transition Team (PoETT)
Operational Mentor Liaison Team (OMLT)

Table 2. IW-Relevant Skills and Experience

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10 June 2010

## ENCLOSURE D

## IW ANNUAL ASSESSMENT

1. DOD Directive 3000.07 "Irregular Warfare" dated 1 December 2008 tasks USJFCOM and USSOCOM to submit annual assessments of general purpose force (GPF) and special operations force (SOF) proficiency and readiness for IW, respectively, to the CJCS each year to inform the CRA. USJFCOM and USSOCOM will collaborate to deliver their assessments simultaneously to the CJCS.

2. GPF Assessment: USJFCOM will coordinate with the Military Services to assess the Armed Forces' GPF proficiency and readiness for IW. USJFCOM will also use requirements and shortfalls identified by the combatant commands in drafting the assessment.

a. GPF Assessment Procedures

(1) Joint Staff J-3 will execute a data call to the Military Services and USCG for their annual assessments no later than mid-May.

(2) The Military Services and USCG will deliver their assessments to Joint Staff J-3 and USJFCOM as tasked, but no later than mid-June.

(3) USJFCOM will provide a draft annual assessment to the Joint Staff J-3 no later than mid-August for initial review and coordination.

(4) USJFCOM will submit a final draft assessment to the Joint Staff J-3 by mid September for Service and USCG review and coordination.

(5) USJFCOM will submit the final assessment with Service concurrence memoranda attached to the Joint Staff J-3 by mid-October annually.

b. GPF Assessment Format. See Appendix A.

3. SOF Assessment: USSOCOM will coordinate with the USSOCOM Service component commanders and Joint Special Operations University (JSOU) to assess the Armed Forces' SOF proficiency and readiness for IW. USSOCOM will also consider requirements and shortfalls identified by the combatant commands/TSOCs in drafting the assessment.

a. SOF Assessment Procedures

(1) USSOCOM J3 will execute a data call to its Service components and JSOU for their annual assessments no later than mid-May.

(2) The USSOCOM Service components and JSOU will deliver their assessments to USSOCOM J3 as tasked, but no later than mid June.

(3) USSOCOM will provide a draft assessment to Joint Staff J-3 by mid September for review and coordination.

(4) USSOCOM will submit the final assessment to the Joint Staff J-3 by mid October annually.

b. SOF Assessment Format. See Appendix B.

APPENDIX A TO ENCLOSURE D

CDRUSJFCOM GENERAL PURPOSE FORCES IW ANNUAL ASSESSMENT  
FORMAT

The CDRUSJFCOM IW Annual Assessment will consist of a Commander's Assessment and will provide the following information:

1. Transmittal Memorandum (e.g., references, purpose, and table of contents).
2. Executive Summary. A one-page introduction and overview of the purpose, background and scope of the document, and summary of its contents.
3. Service Assessments. Each Service will provide assessments of its GPF forces' proficiency and readiness for IW. As a minimum, the Service assessments will address:
  - a. Proficiency and readiness to execute core activities that comprise the primary activities and operations of IW: CT, UW, FID, COIN, and stability operations (reference n).
  - b. Initiatives and progress made implementing, institutionalizing, and operationalizing IW.
  - c. Existing capability and capacity gaps
  - d. Military Services are encouraged to address the following areas:
    - (1) Integration of IW into professional military education, training, and exercise programs
    - (2) Forecast IW proficiency in both short and long-term
    - (3) Tracking of IW-relevant experiences and skills
    - (4) Identify IW-relevant equipment issues
    - (5) Doctrinal gaps or disconnects
4. Joint Assessment. The JIWC will provide a quantitative and qualitative assessment based upon information pulled from the Service assessments and readiness and training data from the USJFCOM J3/4 and J7. The assessment will address capability and capacity gaps, areas requiring increased focus and recommended actions where appropriate.
5. Conclusion. Overall findings.

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APPENDIX B TO ENCLOSURE D

CDRUSSOCOM SPECIAL OPERATIONS FORCES IW ANNUAL ASSESSMENT  
FORMAT

1. The CDRUSSOCOM IW Annual Assessment will consist of a Commander's Assessment and will provide the following information:
  - a. Transmittal Memorandum (e.g., reference, purpose, and table of contents).
  - b. Executive Summary. A one-page introduction and overview of the purpose, background and scope of the document, and summary of its contents.
2. USSOCOM Component Assessments. Each USSOCOM component will provide assessments of its proficiency and readiness for IW. As a minimum, the component assessments will address:
  - a. Component initiatives and progress regarding implementing, institutionalizing, and operationalizing IW.
  - b. Doctrine, organization, training, materiel, leadership, personnel, facilities, and policy changes made, planned, and required to improve SOF component IW proficiency, readiness, language, and regional expertise.
  - c. IW-relevant capacity and capability gaps.
  - d. Concerns regarding SOF component and GPF mutual support.
3. Comprehensive SOF Assessment. USSOCOM will provide a quantitative and qualitative assessment based upon information derived from its component assessments and readiness and training data from the USSOCOM J3/4 and J7. The assessment will address capability and capacity gaps, areas requiring increased focus and recommended actions where appropriate.
4. Conclusion. Overall findings.

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ENCLOSURE E

REFERENCES

- a. DODD 3000.07, 1 December 2008, "Irregular Warfare"
- b. Memorandum of Agreement Between the Department of Defense and Department of Homeland Security on the Use of U.S. Coast Guard Capabilities and Resources in Support of the National Military Strategy, 23 May 2008
- c. 2010 Quadrennial Defense Review, 26 January 2010
- d. DODD 5144.1, 2 May 2005, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO)"
- e. CJCSI 8010.01 Series, "Joint Community Warfighter Chief Information Officer"
- f. Joint Requirements Oversight Committee memorandum 095-09, 13 February 2009
- g. DODD 1322.18, 13 January 2009, "Military Training"
- h. CJCSM 3500.03 Series, "Joint Training Policy Manual for the Armed Forces of the United States"
- i. CJCSI 5120.02 Series, "Joint Doctrine Development System"
- j. CJCSI 1800.01 Series, "Officer Professional Military Education Policy (OPMEP)"
- k. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy"
- l. CJCSI 3170.01 Series, "Joint Capabilities Integration and Development System"
- m. CJCSI 3137.01 Series, "The Functional Capabilities Board (FCB) Process"
- n. DODI 3000.05, 16 September 2009, "Stability Operations"
- o. DODI 5160.70, 12 June 2007, "Management of DOD Language and Regional Proficiency Capabilities"
- p. Irregular Warfare (IW) Joint Operating Concept (JOC), 11 September 2007
- q. QDR Execution Roadmap for Irregular Warfare, 26 April 2006
- r. Quadrennial Roles and Mission Review Report, January 2009

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GLOSSARY PART 1 -- ACRONYMS AND ABBREVIATIONS

PART I -- ACRONYMS

AFSAT	Air Force security assistance training
ASD	Assistant Secretary of Defense
ASD(NII)	Assistant Secretary of Defense for Networks and Information Integration
ASD(SOLIC&IC)	Assistant Secretary of Defense for Special Operations, Low Intensity Conflict and Interdependent Capabilities (ASD(SOLIC&IC))
BTT	border transition team
BPC	building partnership capacity
C4	command, control, communications, and computers (C4)
CAPE	cost assessment and program evaluation
CCDRs	combatant commanders
CDRUSJFCOM	Commander, USJFCOM
CDRUSSOCOM	Commander, USSOCOM
CIO	chief information officer (CIO)
CJCS	Chairman of the Joint Chiefs of Staff
CMO	civil-military operations
CMT	civilian-military team
COIN	counterinsurgency
CONPLANs	concept plans
CRA	Chairman's Risk Assessment
CRS	Chairman's readiness system
CSAs	combat support agency
CT	counterterrorism
DIPEP	Defense Intelligence Personnel Exchange Program
DPEP	Defense Personnel Exchange Program
DISA	Defense Information Systems Agency
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOD(CIO)	DOD Chief Information Officer
DOMEX	document and materiel exploitation
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF)
DPEP	Defense Personnel Exchange Program
DRRS	Defense Readiness Reporting System
ETSS	extended training services support
FAO	foreign area officer

FID	foreign internal defense
FSF	foreign security forces
GCCs	geographic combatant commanders
GFM	Global Force Management
GIG	global information grid
GPF	general purpose forces
GSORTS	Global Status of Resources and Training System
HAZMAT	hazardous material
HN	host nation
HUMINT	human intelligence
IA	information assurance
IC	Intelligence Community
IGOs	inter-governmental organizations
ILR	Interagency Language Roundtable
IO	information operations
IPLs	integrated priority lists
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
IW	Irregular Warfare
JCCA	Joint Combat Capability Assessment
JCIDS	Joint Capabilities Integration and Development Systems
JCW	Joint Community Warfighter
JFRR	Joint Force Readiness Review
JIWC	Joint Irregular Warfare Center
JP	joint publication
JSOU	Joint Special Operations University
JSPS	Joint Strategic Planning System
JTS	Joint Training System
LLVI	low-level voice intercept
MIO	maritime interception operations
MiTT	military transition team
MPEP	military personnel exchange program
MSFD	multi-service force deployment
MTT	mobile training team
NGOs	nongovernmental organizations
NPTT	national police training team
NSS	national security systems
OCONUS	outside the continental United States

OCR	Office of Collateral Responsibility
OMLT	operational mentor liaison team
OPLANs	operation plans
OUSD(I)	Office of the Under Secretary of Defense for Intelligence
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
OUSD(P)	Office of the Under Secretary of Defense for Policy
PME	professional military education
PoETT	port of entry transition team
POLAD	political advisor
POSD	port operations, security and defense
PPBE	planning, programming, budgeting and execution
PRT	provincial reconstruction team
PSYOP	psychological operations
PTT	police transition team
RAO	regional area officer
RAS	regional area specialist
SC	security cooperation
SecDef	Secretary of Defense
SO	stability operations
SOF	special operations forces
TRA	technical review authority
UJTs	universal joint tasks
UN	United Nations
USAID	United States Agency for International Development
USCG	United States Coast Guard
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(P)	Under Secretary of Defense for Policy
USG	United States government
USJFCOM	United States Joint Forces Command
USSOCOM	United States Special Operations Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UW	unconventional warfare
VBSS	visit, board, search, and seizure
WOG	whole of government

## GLOSSARY PART II -- DEFINITIONS

NOTE: Terms marked “\*” are not standardized within the Department of Defense and are applicable only in the context of this document.

building partner capacity (BPC) -- Targeted efforts to improve the collective capabilities and performance of the Department of Defense and its partners. (2006 QDR BPC Roadmap)

civilian-military team (CMT) -- An organization of civilian and military personnel specifically organized to provide an optimal mix of capabilities and expertise to accomplish specific operational and planning tasks, or to achieve objectives at the strategic, operational, or tactical levels. (Modified from DODD 3000.07, IW)

civil-military operations (CMO) -- The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational U.S. objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs, and other forces. (JP 3-57, Civil Military Operations)

combat support agencies -- A DOD agency so designated by Congress or the Secretary of Defense that supports military combat operations.

combatant commander (CCDR) -- A commander of one of the unified or specified combatant commands established by the President.

comprehensive approach -- For the purposes of this document, an approach that integrates the cooperative efforts of the departments and agencies of the United States government, intergovernmental and nongovernmental organizations, multinational partners, and private sector entities to achieve unity of effort toward a shared goal. (FM 3.07, Stability Operations)

counterinsurgency (COIN) -- Comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances. Also called COIN (JP 3-24 Counterinsurgency Operations).

counterintelligence (CI) -- Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or

assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. (JP 2-0, Joint Intelligence)

counterterrorism (CT) -- Operations that include the offensive measures taken to prevent, deter, preempt, and respond to terrorism. (JP 3-26 Counterterrorism Operations)

foreign internal defense (FID) -- Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency. (JP 3-05, Doctrine for Special Operations)

foreign security forces (FSF)\* -- Non-U.S. forces that provide security for a host nation and its relevant population or support to regional security organizations. Foreign security forces may include but are not limited to duly constituted military, paramilitary, police, and intelligence forces of a state as well as other state constabulary forces such as the border police, coast guard, and customs organizations as well as prison guards and correctional personnel.

Information Operations (IO) -- The integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting our own. (JP 3-13, Information Operations)

intelligence operations -- The variety of intelligence and counterintelligence tasks that are carried out by various intelligence organizations and activities within the intelligence process. Intelligence operations include planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback. (JP 2-01, Joint and National Intelligence Support to Military Operations)

Irregular Warfare (IW) -- A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will. (JP 1, Joint Doctrine for the Armed Forces of the United States)

Military Service -- A branch of the Armed Forces of the United States established by act of Congress, in which persons are appointed, enlisted, or inducted for military service, and which operates and is administered within a military or executive department. The Military Services are: the United States

Army, the United States Navy, the United States Air Force, the United States Marine Corps, and the United States Coast Guard. (JP 1-02, DOD Dictionary of Military and Associated Terms)

psychological operations (PSYOP) -- Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. (JP 3-13.2)

security cooperation (SC) -- All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. See also security assistance; security assistance organization. (JP 3-07.1, Foreign Internal Defense)"

security forces -- Duly constituted military, paramilitary, police, and constabulary forces of a state.

Service component command -- A command consisting of the Service Component Commander and all those Services' forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force.

stability operations -- An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (JP 3-0, Joint Operations)

steady-state\* -- Cumulative day-to-day activities that are outside of major surge operations. (Guidance for the Development of the Force)

strategic communication -- Focused United States government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power. (JP 5-0, Joint Operation Planning)

surge\* -- A condition which requires forces to be provided to support combatant commander operations beyond routinely scheduled activities and



results in exceeding Secretary of Defense and Military Department rotation planning goals or Reserve Component access policies in order to meet that demand. (Guidance for the Development of the Force)

Unconventional Warfare (UW) -- Activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground auxiliary and guerrilla force in a denied area. (JP 3-05, Doctrine for Special Operations)

United States Armed Forces -- Used to denote collectively only the regular components of the Army, Navy, Air Force, Marine Corps, and Coast Guard. (JP 1-02, DOD Dictionary of Military and Associated Terms)

Whole of Government (WOG) Approach\* -- An approach that integrates the collaborative efforts of the departments and agencies of the United States government to achieve unity of effort toward a shared goal.