



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-8
DISTRIBUTION: A, B, C, S

CJCSI 3460.01C
9 August 2012

COMBAT SUPPORT AGENCY REVIEW TEAM ASSESSMENTS

References: See Enclosure C.

1. Purpose. Provide guidance on the conduct of Combat Support Agency Review Team (CSART) assessments.
2. Cancellation. CJCSI 3460.01B, 30 April 2007, "Combat Support Agency Review Team Assessments," is hereby canceled.
3. Applicability. This instruction applies to organizations that participate in CSART assessments, such as the Joint Staff, Military Services and their components, Combatant Commands and their joint component commands, the Office of the Secretary of Defense (OSD), Combat Support Agencies (CSAs), Principal Staff Assistants (PSAs), and other joint activities.
4. Policy
 - a. In accordance with Department of Defense Directive (DoDD) 3000.06, the relationship between a CSA and a Combatant Command involves support, with the CSA typically operating in a supporting-to-supported relationship relative to the Combatant Commanders.
 - b. Under reference a, the law requires the Chairman of the Joint Chiefs of Staff to conduct a biennial assessment of each CSA's responsiveness and readiness to support the operating forces. The CSART assessments seek to improve each CSA's responsiveness and readiness in support of the operating forces. The CSART executes this responsibility for the Chairman, identifying capability shortfalls and working closely with decision makers to develop recommendations that form part of the report the Chairman forwards to the Secretary of Defense. CSART assessments are a prime opportunity to influence DoD processes since they may prescribe recommendations in such areas as

doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).

c. The results of CSART assessments may also assist the Chairman with his responsibilities, under reference b, to determine and assess the effects of critical deficiencies in force capabilities. Thus, the assessment supplements the Chairman's Readiness System (CRS) by providing information on CSA current readiness and future capabilities. Combatant Commands may use the assessment to increase their awareness of readiness and combat support posture.

d. The CSART assessment may also include an evaluation of the integration of agency mission-essential task lists (AMETLs) with joint mission-essential task lists (JMETLs) under the Defense Readiness Reporting System (DRRS) (see reference c).

e. The scope of the assessment is limited to the agency's combat support mission.

f. The recommendations developed to correct shortfalls may require action from stakeholders in OSD, the Joint Staff, and other DoD entities.

g. Enclosure A outlines the process for conducting CSART assessments.

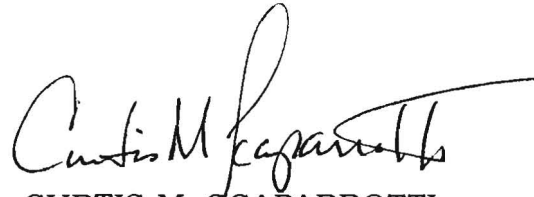
5. Definitions. See Glossary.

6. Responsibilities. Enclosure B describes the CSART participants' responsibilities. Organizations providing action officers for the CSART travel teams shall budget and program funds for their member's travel.

7. Summary of Changes. This instruction has been updated to improve clarity based on lessons learned from executing the CSART assessment process. This update includes the deletion of the obsolete "Record of Changes" page.

8. Releasability. This instruction is approved for public release; distribution is unlimited. All organizations within the Department of Defense, other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page—
http://www.dtic.mil/cjcs_directives.

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



CURTIS M. SCAPARROTTI
Lieutenant General, U.S. Army
Director, Joint Staff

Enclosures:

- A— CSART Process
- B— CSART Responsibilities
- C—References
- GL—Glossary

(INTENTIONALLY BLANK)

DISTRIBUTION

Distribution A, B, and C plus the following:

	<u>Copies</u>
Under Secretary of Defense for Acquisition, Technology, and Logistics.....	2
Under Secretary of Defense for Intelligence.....	2
Office of the Department of Defense Chief Information Officer	2
Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs	2
Assistant Secretary of Defense for Logistics and Materiel Readiness	2
Director, Defense Procurement and Acquisition Policy	2
Director, Defense Contract Management Agency.....	2
Deputy Chief Management Officer, Department of Defense	2

(INTENTIONALLY BLANK)

ENCLOSURE A

CSART PROCESS

1. Purpose. The CSART assessment process is used to assist the Chairman of the Joint Chiefs of Staff in fulfilling the responsibilities specified in reference a.

2. General

a. Title 10, section 193, directs the Chairman of the Joint Chiefs of Staff to conduct biennial assessments of the CSAs. The CSART assessment is a constructive and collaborative process designed to optimize the combat support effectiveness of each CSA. It is the primary means for reviewing the responsiveness and readiness of the CSAs; specifically, the support requirements for the Combatant Commands and their components in the execution of their assigned missions. The CSART aims to assess the CSA's fulfillment of its roles under the National Military Strategy and other overarching strategic documents.

b. The agencies currently designated as CSAs, their OSD Principal Staff Assistants (PSAs), and establishing references are listed in Table 1 below.

Table 1		
Combat Support Agencies	Principal Staff Assistants	Establishing DoDD
Defense Contract Management Agency (DCMA)	Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))	Ref d
Defense Logistics Agency (DLA)		Ref e
Defense Threat Reduction Agency (DTRA)		Ref f
Defense Information Systems Agency (DISA)	Office of the Department of Defense Chief Information Officer (Office of the DoD CIO)	Ref g
Defense Intelligence Agency (DIA)	Under Secretary of Defense for Intelligence (USD(I))	Ref h
National Geospatial-Intelligence Agency (NGA)		Ref i
National Security Agency/Central Security Service (NSA/CSS)		Ref j

3. Objectives

a. The CSART's objective is to aid the CSAs in improving their readiness and responsiveness in support of the operating forces (Services and Combatant Commands). The CSART also identifies systemic capability shortfalls before they rise to the level requiring a Joint Force Readiness Review (JFRR) deficiency.

b. In accordance with reference k, CSART assessments aim to inform the development of strategic guidance, including the Quadrennial Defense Review, Guidance for Employment of the Force, and Guidance for Development of the Force.

4. Assessment Areas. The CSART will develop preliminary assessment areas based on a review of previous assessments, strategic documents, policies, and responses to the surveys that are part of the notification and progress review described in Phase I under paragraph 5 below. These preliminary areas are a starting point and may change if Combatant Command, CSA, or other interviews identify common themes of greater importance to the operating forces. The following are examples of areas the CSART may include in an assessment:

a. Agency Support Plans. The CSART will conduct an evaluation of the adequacy of agency plans and operational procedures in support of the Combatant Commands' functional, operational, and concept plans.

b. Agency Mission-Essential Task List (AMETL). The CSART may review the AMETL to determine how well it reflects the CSA's assigned combat support mission; whether it properly articulates the conditions and standards of those missions; and whether it is appropriately integrated and linked to the JMETLs of the Combatant Commands. CSAs should create, staff, and approve their AMETL, and conditions and standards should support the AMETL. Additionally, the Combatant Commands' JMETLs should be linked to the AMETLs, as appropriate. The assessment should also review the CSA's standards used to support its readiness assessment.

c. Future Warfighting Capabilities. CSAs should posture themselves to provide future Warfighting capabilities to the operating forces (reference l). Specifically, the CSART determines the participation of the CSAs in the development and analysis of appropriate joint concept(s), adequacy of the joint concept, alignment of the CSAs' strategic plan with the joint concept, and the CSAs' progress in meeting desired joint Warfighting capabilities.

d. Other Areas. CSARTs should assess unique areas of support such as training, outreach, and reachback, as warranted, to improve the responsiveness and readiness of the CSAs to the operating forces.

5. Assessment Process. The CSART assessment is conducted in the following five phases (shown in Table 2).

a. Phase 1: Notification and Progress Review. The Chairman notifies the CSA, PSA, Combatant Commands, and Military Services of the CSART assessment approximately 60 days prior to initiation of Phase 1. The Chairman will provide the PSA with a copy of the previous assessment and progress review of the previous assessment recommendations. Additionally, the Chairman will coordinate with the PSA for preliminary identification of key issues and focus areas. During the notification, J-8/SARAO will provide feedback to the Combatant Commands, Military Services, PSA, and CSAs on the progress in resolving issues and implementing Secretary of Defense-approved recommendations from prior CSART reports. Organizations responsible for resolving issues and implementing recommendations should provide a status of progress to J-8/SARAO via the PSA. Unresolved issues, findings, and capability shortfalls should be considered as new issues for the current CSART assessment. Phase 1 begins upon the direction of the Chief, J-8/SARAO, and ends upon completion and distribution of the progress report.

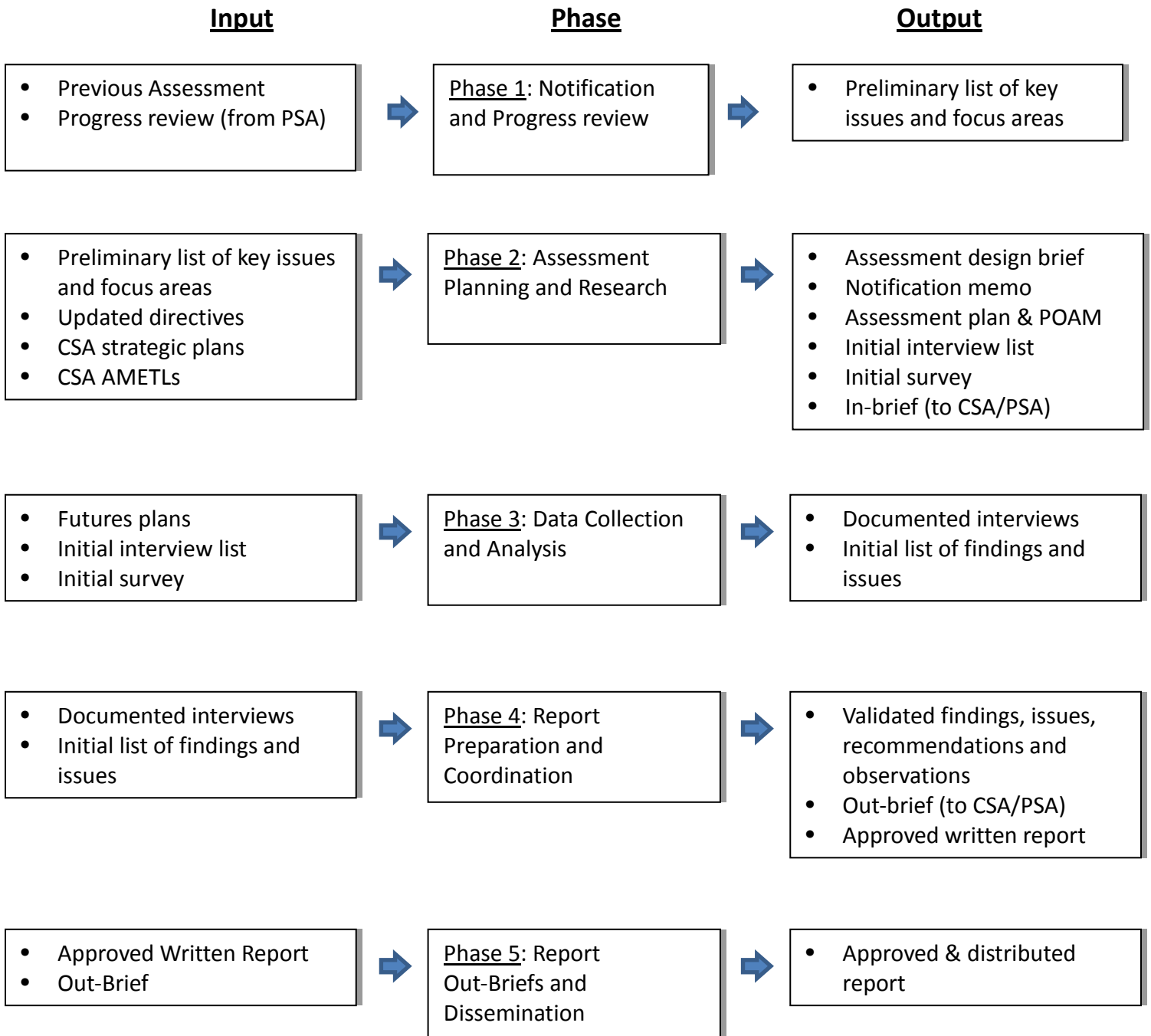
b. Phase 2: Assessment Planning and Research. The CSART develops an assessment plan tailored to the CSA that notifies all responsible offices of the assessment and its scope. The CSART conducts initial research on the CSA and collects applicable information to support the development of the assessment's scope. Phase 2 begins upon issuance of a "notification memorandum" and ends with the formal in-briefing to the CSA and PSA.

c. Phase 3: Data Collection and Analyses. The CSART collects and analyzes information used to assess the overall responsiveness and readiness of the CSA. It also analyzes the CSA's ability to develop future combat support capabilities. Phase 3 begins at the conclusion of the formal in-briefing and ends when the CSART has derived the assessment findings.

d. Phase 4: Report Preparation and Coordination. The CSART develops recommendations that address the findings and prepares the written report. The report is then coordinated with assessment participants. Phase 4 begins upon the development of findings and ends when the Chairman approves the report.

e. Phase 5: Report Out-Briefs and Dissemination. The CSART informs the agency, the affected J-directorate(s), and the PSA of the assessment results. The Chairman distributes the report to Combatant Commands, Military Services, the Joint Staff, and the PSA. Organizations responsible for resolving issues and implementing recommendations will provide a status of their progress to J-8/SARAO, via the PSA, no later than 6-months after the Secretary of Defense approves the report. Per reference k, the Chairman and Deputy Chief Management Officer will monitor implementation. Phase 5 begins when the Chairman approves the report and ends when the Secretary of Defense approves an implementation decision.

Table 2
CSART Process Summary



(INTENTIONALLY BLANK)

APPENDIX A TO ENCLOSURE A

CSART AND JOINT REQUIREMENTS OVERSIGHT COUNCIL (JROC)
PROCESSES

1. General. Joint warfighting capabilities and responsibilities exist within the CSAs and require JROC oversight. The CSART will report key CSA capability shortfalls identified during the course of the assessment that affect several Combatant Commands. However, for capability shortfalls affecting only one Combatant Command, the CSART has the discretion to forward the issue to the appropriate authority for action and may opt to leave it out of the report. The CSART provides the JROC and the functional capability boards (FCBs) the ability to:

- a. Identify CSA capability, readiness, and responsiveness shortfalls.
- b. Ensure that CSA capabilities with a joint potential designator of “joint interest” or “joint integration” are incorporated in the Joint Capabilities Integration and Development System (JCIDS) process.
- c. Validate CSA standards and conditions relating to defense readiness reporting.
- d. Incorporate CSA capabilities, functions, and responsibilities into joint functional concepts, joint concepts, capabilities-based assessments, and JCIDS products as appropriate.
- e. Access expertise on CSA functions, responsibilities, and capabilities throughout the CSART assessment process.

2. DOTMLPF-P Capability Shortfalls. The CSART may identify longer-term readiness shortfalls during the assessment. The solutions to such shortfalls may require doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) and/or resource (programming or budgeting) solutions.

a. The CSART will refer longer-term readiness shortfalls to FCBs through the JCIDS Gatekeeper as appropriate. In addition, the CSART will normally recommend that the CSA Director address the shortfall through the JCIDS process. Specific recommendations concerning agency actions (e.g., as a DOTMLPF-P change recommendation described in reference 1 or a Capabilities Gap Assessment (CGA) nomination) should be referenced in CSART assessments. References m through t pertain to the CSART topic but are not specifically cited in this document.

b. The JCIDS Gatekeeper may accept the tasking and refer it for action by the appropriate FCB. The FCB shall then identify a lead action officer to J-8/SARAO and implement the recommendation(s). FCBs shall provide the status of the implementation of the recommendations within 6 months of CJCS tasking and upon the commencement of the progress review for the subsequent assessment to J-8/SARAO.

c. FCBs with equity in an assessed CSA may appoint a liaison to the CSART. The FCB liaison will assist in the development of issues, findings, and recommendations concerning future Warfighting capabilities and participate in all aspects of the CSART assessment.

d. The CSART will consider CSA-specific capabilities, gaps, and shortfalls when conducting capability gap assessments. Ultimately, a FCB may evaluate these considerations for DOTMLPF-P solution(s).

ENCLOSURE B

CSART RESPONSIBILITIES

1. Purpose. Outline the responsibilities of the CSART members and the supporting organizations.
2. General. The CSART is an integrated product team comprised of representatives from J-8/SARAO, Joint Staff directorates, OSD PSA, CSA, Combatant Commands, and the Military Services.
3. Responsibilities
 - a. The Vice Director for Force Structure, Resources, and Assessment, Joint Staff (VDJ-8), has overall responsibility for the conduct of each assessment.
 - b. J-8/SARAO is responsible for the planning, preparation, scheduling, execution, and coordination of each assessment, and for the management, administration, and coordination that ensure the process outlined in Enclosure A is successfully executed.
 - c. Joint Staff directorates (excluding J-8): See Appendix A to Enclosure B.
 - d. OSD PSA: See Appendix B to Enclosure B.
 - e. CSAs: See Appendix C to Enclosure B.
 - f. Combatant Commands: See Appendix D to Enclosure B.
 - g. Military Services: See Appendix E to Enclosure B.

(INTENTIONALLY BLANK)

APPENDIX A to ENCLOSURE B

JOINT STAFF RESPONSIBILITIES

1. Purpose. The following section outlines Joint Staff directorate responsibilities in the CSART assessment process. J-8 responsibilities are outlined in Enclosure B.

2. General

a. Joint Staff directorates and the OCJCS/Legal Counsel (LC) provide subject-matter expertise and the Joint Staff perspective in their respective functional areas on issues raised during the assessment.

b. Joint Staff directorates specified in Table 3 below provide an action officer to participate as a member of the CSART. Directorates will provide their point of contact (POC) in accordance with the tasking message from the Director, Joint Staff.

Table 3			
Directorate	Agency	Expertise Required	Travel
J-1	All	Manpower and Personnel	No
J-2	DIA	All Source Intelligence Analysis, HUMINT, and MASINT	Yes
	NGA	Geospatial Intelligence	Yes
	NSA	Signals Intelligence	Yes
J-3	DTRA	Nuclear Operations and Consequence Management	Yes
J-4	DCMA	Operational Contract Support	Yes
	DLA	Logistics and Sustainment/Distribution	Yes
J-5	DTRA	Counter proliferation, WMD	Yes
J-6	DISA	Strategic and Inter-theater C4	Yes
	NSA	Information Assurance	Yes
	DIA	Joint Worldwide Intelligence Communication System	No
	NGA	NGA net	No
J-3 J-5 J-7	All	Readiness, Planning and Training	No

c. Directorate action officers assigned to the CSART participate in all phases of the assessment. Designated action officers travel to the Combatant Commands for data gathering. Funding and budgeting for travel is the

responsibility of the Joint Staff directorates that provide the subject-matter experts. The respective Joint Staff directorate will schedule and coordinate in-briefs with its Directors or Vice Directors.

3. Responsibilities

a. Notification and Progress Review. Any Joint Staff directorate assigned the responsibility to implement recommendations from the previous CSART assessment will provide an implementation status upon request from J-8/SARAO. Typically, the request occurs during Phase 1 of the CSART process. Sixty days prior to initiating a CSART assessment, the Chairman will notify the PSA of the pending assessment and provide a copy of the previous assessment and progress review.

b. Assessment Planning and Research

(1) As applicable, the Joint Staff directorate shall provide functional expertise and identify any directorate issues, interests, or focus areas concerning agency responsiveness and readiness to execute its combat support mission.

(2) The J-3 readiness POC shall provide CSA readiness reports since the last assessment. All JFRR deficiencies should be identified prior to the start of Phase 3 and the CSART interview travel execution. Accomplishing these tasks ensures a well-informed CSART for assessing operating force readiness.

(3) The J-7 POC shall assist and advise the CSART when it determines that a review of a CSA's AMETL will be part of the assessment.

(4) The J-5 POC shall provide access to CJCS and Combatant Command plans to derive agency mission requirements.

c. Data Collection and Analyses

(1) The designated POCs shall provide the Joint Staff's perspective by reviewing the issues and capability shortfalls identified by the Combatant Commands and Military Services. The intent of this action is to ensure the CSART fully understands the scope of the issue and the Joint Staff policies and equities affecting the issue, including feasible solutions.

(2) The Chair of the FCB should be afforded the opportunity to appoint a POC, if appropriate. The POC will assist in the development of issues, findings, and recommendations concerning future Warfighting capabilities and participate in appropriate briefings by the CSA.

d. Report Preparation and Coordination

(1) Assist in developing the assessment of agency responsiveness and readiness, deriving findings, and developing feasible and actionable recommendations to correct the shortfall.

(2) Review the CSART assessment report and provide appropriate coordination on the report. In the event the directorate non-concurs, or concurs with a critical comment, the directorate's POC for the CSART will serve as the "entry point" for adjudication.

e. Report Out-Briefs and Dissemination

(1) Identify a lead office to J-8/SARAO for implementing any recommendations assigned by the Chairman. Directorates shall provide the implementation status of the recommendation no later than 6 months from the release of the Secretary of Defense's plan of action and milestones (POAM), and upon the commencement of the progress review (Phase 1) for the subsequent assessment.

(2) Consider CSART findings to determine if a JFRR deficiency should be opened.

(3) Utilize the CSART findings and recommendations to address readiness shortfalls, refine the issues related to current JFRR deficiencies, and assist J-8 in synchronizing the CSART with the CRS.

(4) Ensure the CSA biannual assessments inform the development of strategic guidance, to include the Quadrennial Defense Review, Guidance for Employment of the Force, and Guidance for Development of the Force.

(5) Monitor implementation of the CSART assessment's recommendations.

(INTENTIONALLY BLANK)

APPENDIX B TO ENCLOSURE B

OSD RESPONSIBILITIES

1. Purpose. This section outlines OSD responsibilities in the CSART assessment process.
2. General. The PSA will assist the CSART in identifying OSD issues and the effects of those issues upon CSA responsiveness and readiness. Additionally, the PSA will identify recommendations to resolve issues or address findings and represent OSD interests. The responsibilities of the OSD PSA are outlined below.

- a. Notification and Progress Review. Recommendations in the CSART assessment will be reviewed and implemented under the direction of the PSA. Whenever the Secretary of Defense directs OSD to implement any recommendations from the prior assessment, the OSD POC will provide implementation status of the recommendation upon J-8/SARAO request. Approximately sixty days prior to initiating the next CSART assessment, CJCS will notify the PSA of the pending assessment. The CJCS will also provide the PSA with the last progress review.

- b. Assessment Planning and Research

- (1) Designate a POC for each assessment to coordinate with the CSART, represent OSD for the duration of the assessment, and attend all CSART coordination meetings. PSA POCs should immediately contact J-8/SARAO to exchange contact information.

- (2) Schedule a CSART brief to the principal person responsible for oversight of the CSA's mission. The purpose of this brief is to inform the principal of the purpose and scope of the CSART assessment and identify any OSD issues concerning the responsiveness and readiness of the agency to support the operating forces.

- (3) Provide functional expertise and identify any PSA issue, interest, or focus area concerning CSA responsiveness and readiness.

- c. Data Collection and Analysis

- (1) Review the issues and capability shortfalls provided by the operating forces and provide the OSD perspective(s) on the same.

- (2) Submit issues or capability shortfalls within the scope of the assessment for the CSART to consider.

d. Report Preparation and Coordination. Request the PSA review the CSART assessment, obtain any additional OSD reviews and coordination, and provide principal-level coordination on the report. In the event OSD desires to comment, the PSA POC will serve as the CSART “point of entry” for adjudication. Non-concurrences require approval from the coordinating organization’s general officer/flag officer/senior executive service (GO/FO/SES) and should be accompanied by specific objections and supporting rationales. The purpose of this review is to identify and correct any potential issues in the final report before the Chairman signs the endorsement memorandum.

e. Per DepSecDec memorandum of 24 October 2008, within 5 business days of the completion and delivery of the CJCS assessment of a CSA, the relevant PSA will submit a memorandum to the Deputy Secretary of Defense either concurring with the assessment or outlining specific non-concurrences with the assessment and its recommendations. Resolution of differences will be directed by the Deputy Secretary of Defense on a case-by-case basis as appropriate.

f. Report Out-Briefs and Dissemination

(1) Schedule a CSART out-brief to the principal following the CSART out-brief to the Director of the CSA.

(2) Request the PSA identify a lead office to J-8/SARAO for implementing applicable Secretary of Defense-approved recommendations.

(3) After the CSART assessment is approved by the Chairman, request the PSA provide the Chairman and affected DoD components with a POAM to implement the assessment’s recommendations. The Chief Management Officer will monitor implementation of the assessment’s recommendations per the DepSecDef memorandum of 24 October 2008.

(4) Request the PSA provide the status of implementation actions no later than 6 months after Secretary of Defense approval and during the progress review for the subsequent assessment. Per reference k, the Chairman and the Deputy Chief Management Officer will monitor implementation.

(5) The PSA should verify that the CJCS recommendations are consistent with strategic planning guidance, propose offsets, and provide programming guidance to PA&E for the CSA or affected component to address the recommendation in its program objective memorandum submission. The Program Review Issue Teams will adjudicate unresolved issues and final decisions will be reflected in program decision memorandums and program budget decisions.

APPENDIX C TO ENCLOSURE B

COMBAT SUPPORT AGENCY RESPONSIBILITIES

1. Purpose. This section outlines CSA responsibilities in the CSART assessment process.
2. General. CSAs are primary participants and are involved in all phases of the CSART assessment process. The formats for all input required for the CSART assessment will be disseminated electronically. The CSA responsibilities are outlined below:
 - a. Notification and Progress Review. The CSA shall provide, via the PSA, a status of the implementation of the Secretary of Defense-directed recommendations from the prior assessment upon J-8/SARAO request.
 - b. Assessment Planning and Research
 - (1) Designate a CSA POC to coordinate with the CSART and facilitate the assessment. Agency POCs should immediately contact J-8/SARAO to exchange personal contact information.
 - (2) Provide the CSART with all readiness reports and supporting information since the last assessment; agency strategic plans; supporting plans; future capabilities; its AMETL and/or other relevant combat support tasks, if applicable; and identified command-linked tasks from the Combatant Commands.
 - (3) Identify any agency capability shortfalls, areas of interest, or concerns, as appropriate.
 - (4) Schedule a CSART brief to inform the CSA's Director of the purpose and scope of the CSART assessment.
 - c. Data Collection and Analysis
 - (1) Provide information briefings to the CSART on the state of the agency: planning, future capability, Warfighting programs, JCIDS actions the agency sponsors, support to military operations, resources, readiness, readiness reporting procedures, and other information as requested by J-8/SARAO.
 - (2) Review all input and provide the agency's perspective on the issues and capability shortfalls with supporting information. Make agency subject-matter experts available to discuss all matters deemed appropriate.

- (3) Provide a single POC to travel with the CSART as required.
- (4) Participate in the development of issues and findings.

d. Report Preparation and Coordination

(1) Assist J-8/SARAO in developing feasible and actionable recommendations to correct identified issues.

(2) Review the CSART assessment and provide GO/FO/SES approval. In the event an agency desires to make comment, the agency POC will serve as the CSART point of entry for adjudication. Given the independent authority of the Chairman, the Joint Staff will consider agency comments concerning errors of fact but is not obligated to change the findings of the report or assessment of agency readiness based upon an agency non-concurrence.

e. Report Out-Briefs and Dissemination

(1) Receive a CSART assessment out-brief.

(2) Identify a lead office to J-8/SARAO for implementing applicable Secretary of Defense-approved recommendations.

(3) Provide the status of implementation actions to the PSA no later than 6 months after Secretary of Defense approval and during the Phase 1 progress review for the subsequent assessment.

APPENDIX D TO ENCLOSURE B

COMBATANT COMMAND RESPONSIBILITIES

1. Purpose. The following section describes Combatant Command responsibilities in the CSART assessment process.

2. General. Combatant Commands provide significant input in all phases of the CSART assessment. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each Combatant Command are outlined below.

a. Notification and Progress Review. In cases where the Secretary of Defense has directed the Combatant Commands to implement any recommendation from the prior assessment, they will provide a status of those recommendations upon J-8/SARAO and/or PSA POC request.

b. Assessment Planning and Research

(1) Combatant Commands shall designate a command POC for each assessment to coordinate with the CSART and facilitate data collection. Command POCs should immediately contact the J-8/SARAO to exchange contact information.

(2) A Combatant Command sponsoring an FCB topic affecting a CSA being assessed will appoint a liaison to the CSART to participate in development of issues, findings, and recommendations concerning future Warfighting capabilities.

c. Data Collection and Analysis

(1) Review the AMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in providing combat support. Additionally, special attention should be paid to those tasks that are command linked to the Combatant Command's JMETL, when applicable.

(2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the CSA to support the Combatant Command, joint task force commands, Service component commands, and functional component commands including Theater Special Operations Commands. Describe the effects on command readiness and/or capabilities that proposed solutions have the potential to incur. Command POCs consolidate this input from all components, ensure it is in the format J-8/SARAO provided, obtain

division chief (O-6 planner) approval, and submit the command's input in accordance with the notification memorandum.

(3) Coordinate CSART interviews with key staff members of the Combatant Command. Topics for these interviews will be developed using survey inputs from Combatant Commands and Military Services; direct inputs from the CSA, Joint Staff and OSD; and research of strategic documents and other guidance. The CSART will provide the commands a list of issues and capability shortfalls being addressed prior to the visit. The command POC shall:

(a) Schedule a CSART office call with the Deputy Combatant Commander or Chief of Staff and the appropriate J-director to provide information and solicit senior leader input.

(b) Develop a schedule to allow CSART interviews with subject-matter experts on the issues and capability shortfalls.

(c) Remain the primary coordinator for information throughout the data collection phase as the CSART process refines existing issues and identifies new issues.

d. Report Preparation and Coordination. Review the CSART assessment and provide division chief (O-6 planner) coordination on the report. In the event the command desires to comment, the command POC will serve as the CSART point of entry for adjudication. Non-concurrences require GO/FO/SES endorsement from the organization that disagrees and should include specific objections and the supporting rationale.

e. Report Out-Briefs and Dissemination

(1) Forward the results of the assessment to the command readiness officer for use in supporting the command assessment of CSA support required by the CRS.

(2) In the event Combatant Commands are assigned responsibility for implementing any CSART recommendations, each Combatant Command will identify a lead office to coordinate with the PSA POC and J-8/SARAO.

(3) Provide the status of implementation actions to the PSA no later than 6 months after the Secretary of Defense approves the recommendations.

APPENDIX E TO ENCLOSURE B

MILITARY SERVICE RESPONSIBILITIES

1. Purpose. This section provides a description of Military Service responsibilities in the CSART assessment process.
2. General. Military Services provide input to all CSART assessment phases. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each Military Service are outlined below:
 - a. Notification and Progress Review. In cases where the Secretary of Defense has directed the Military Services to implement any recommendation from the prior assessment, provide the recommendation implementation status upon request of the J-8/SARAO and the PSA POC during the progress review.
 - b. Assessment Planning and Research. Designate POCs to coordinate with the CSART and facilitate data collection. Immediately contact J-8/SARAO to exchange contact information.
 - c. Data Collection and Analysis
 - (1) If applicable, review the AMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in executing these tasks in support of the Military Services.
 - (2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the agency to support the Military Services' Warfighting mission. Military Service POCs must gather this input from all components and ensure it is in the format J-8/SARAO provided with the notification memorandum.
 - (3) Coordinate CSART interviews with Military Service staff members and conduct them onsite. Additionally, the following related tasks are required:
 - (a) Schedule a CSART in-brief with the Military Service staff director to provide information and solicit senior leader input.
 - (b) Coordinate with the CSART to schedule interviews with the Military Service and subject-matter experts on the issues and capability shortfalls identified by the Combatant Commands.

9 August 2012

(c) Remain the primary coordinator for information throughout the remainder of the data collection phase as the CSART process refines existing issues and identifies new issues.

d. Report Preparation and Coordination. Review the CSART assessment and provide planner coordination on the report. In the event the Military Service desires to make comment, the Military Service POC will serve as the CSART point of entry for adjudication. Non-concurrences require GO/FO/SES endorsement from the organization that disagrees and should include specific objections and supporting rationale.

e. Report Out-Briefs and Dissemination

(1) In the event the Military Services are assigned responsibility for implementing any CSART recommendations, each Military Service will identify a lead office to coordinate with the PSA POC and J-8/SARAO.

(2) Provide the status of implementation actions to the PSA POC no later than 6 months after the Secretary of Defense approves the recommendations.

ENCLOSURE C

REFERENCES

- a. Title 10, U.S.C., section 193
- b. Title 10, U.S.C., section 153
- c. DoDD 7730.65, 23 April 2007, "Department of Defense Readiness Reporting System (DRRS)"
- d. DoDD 5105.64, 21 November 2001, "Defense Contract Management Agency (DCMA)"
- e. DoDD 5105.22, 17 May 2006, "Defense Logistics Agency (DLA)"
- f. DoDD 5105.62, 28 November 2005, "Defense Threat Reduction Agency (DTRA)"
- g. DoDD 5105.19, 25 July 2006, "Defense Information Systems Agency (DISA)"
- h. DoDD 5105.21, 18 March 2008, "Defense Intelligence Agency (DIA)"
- i. DoDD 5105.60, 29 July 2009, "National Geospatial-Intelligence Agency (NGA)"
- j. DoDD 5100.20, 26 January 2010, "National Security Agency/Central Security Service (NSA/CSS)"
- k. DepSecDef memorandum, 24 October 2008, "Procedures for Combat Support Agency Review Team Assessments (CSART)"
- l. CJCSI 3170.01G Series, "Joint Capabilities Integration and Development System"
- m. CJCSI 3100.01B Series, "Joint Strategic Planning System"
- n. CJCSI 5123.01F Series, "Charter of the Joint Requirements Oversight Council"
- o. CJCSI 3401.01E Series, "Joint Combat Capability Assessment"
- p. CJCSI 3500.01G Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"

- q. CJCSI 5711.01C Series, “Policy on Action Processing”
- r. CJCSI 8501.01A Series, “Chairman of the Joint Chiefs of Staff, Combatant Commanders, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution System”
- s. CJCSM 3500.03C series, “Joint Training Manual for the Armed Forces of the United States”
- t. CJCSM 3500.04F series, “Universal Joint Task Manual”
- u. DoDI 7730.66, 8 July 2011, “Guidance for the Defense Readiness Reporting System (DRRS)”
- v. DoDD 3000.06, 15 April 2010, “Combat Support Agencies”

GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AMET	agency mission-essential task
AMETL	agency mission-essential task list
ASD(NCB)	Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSART	Combat Support Agency Review Team
DCMA	Defense Contract Management Agency
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DOD	Department of Defense
DOTMLPF-P	doctrine, organization, training, material, leadership and education, personnel, facilities, and policy
DRRS	Defense Readiness Reporting System
DTRA	Defense Threat Reduction Agency
FCB	functional capabilities board
GO/FO/SES	general officer/flag officer/senior executive service
JCIDS	Joint Capabilities Integration and Development System
JFRR	Joint Force Readiness Review
JMETL	joint mission-essential task list
JROC	Joint Requirements Oversight Council
LC	OCJCS/Legal Counsel
NGA	National Geospatial-Intelligence Agency
NSA	National Security Agency
NSA/CSS	National Security Agency/Central Security Service
OSD	Office of the Secretary of Defense
POAM	plan of action and milestones

POC	point of contact
PSA	Principal Staff Assistant
SARAO	Support Agency Review and Assessment Office
USC	United States Code

PART II—DEFINITIONS

Combat Support Agency (CSA). CSAs are Defense agencies or activities designated by Congress or the Secretary of Defense. They provide combat support or combat service support functions to joint operating forces across the spectrum of military operations and in support of Combatant Commanders executing military operations. CSAs perform support functions or provide supporting operational capabilities consistent with their establishing directives and pertinent DOD planning guidance. See reference v.

combat support mission. The CSA capabilities and support necessary to execute the operational military missions of the Combatant Commands. The combat support mission is derived from the specified missions and tasks designated in a CJCS or Combatant Command operations plan, concept plan, functional plan, operations order, execution order, or in operational directives issued by the Chairman of the Joint Chiefs of Staff. These missions are characterized by direct support to a supported or supporting joint or combined operational commander engaged in military operations across the range of military operations. The CSA's combat support mission is usually a subset of the overall agency mission, which often includes broader, general support to the Department of Defense and its components; general support to the readiness of the DoD components; or support to interagency elements.

(INTENTIONALLY BLANK)