CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-3
DISTRIBUTION: A, B, C, J

CJCSI 3265.01
22 September 2008

COMMAND AND CONTROL GOVERNANCE AND MANAGEMENT

References: See Enclosure B

1. Purpose

   a. This instruction establishes:

      (1) Responsibilities for the Joint Staff, Services, Department of Defense agencies, combatant commands, and other activities regarding DOD Command and Control (C2).

      (2) A governance structure with assigned responsibilities for DOD C2.

   b. C2 governance and management is revised to reflect:

      (1) The transition of C2 at-large from a program-centric management construct to a capability-based governance and management approach. This includes the C2 capability transition from current Global Command and Control System (GCCS) Family of Systems (FoS) to the future Net Enabled Command Capability (NECC).

      (2) The changes in C2 roles and responsibilities under references a and b, and the Capability Portfolio Management process.

      (3) The transfer of functional joint command and control requirements and capability needs management process from the Joint Staff to USJFCOM.

      (4) The relationships between existing C2 management forums and established DOD C2 governance, to include the Deputy Secretary of Defense Advisory Working Group (DAWG), the Command and Control Capability Integration Board (C2CIB), and the C2 Senior Warfighter's Forum (SWarF).

2. <u>Cancellation</u>. CJCSI 6721.01A, Global Command and Control System Configuration Management Policy, 27 November 2000 and CJCSI 6271.01B, Joint Standard Air Operations Software Configuration Management, 19 August 2002, are canceled.

3. <u>Applicability</u>. This instruction applies to the combatant commands, Joint Staff, Services, and DOD agencies.

4. <u>Policy</u>

   a. The C2 governance and management structure will provide advice, assessments, and recommendations on C2 capability needs and functional management to support the DOD C2 requirements of the President/Secretary of Defense, combatant commands, Joint Staff, Service headquarters, joint task forces and components, and DOD agencies. This structure includes the DAWG, C2CIB, C2 Capability Portfolio Manager (C2 CPM), C2 SWarF, the C2 Review Board, and the C2 Working Groups. The C2 governance structure is established to:

      (1) Provide a common forum for C2 stakeholders to provide advice and assessments on overall DOD C2 capability needs.

      (2) Address immediate warfighter C2 needs in support of current operations.

      (3) Provide the required cross-integration of the Department's three primary processes – requirements, acquisition, and programmatics.

      (4) Bring the operational community and C2 capability developers together to ensure developed C2 capabilities meet DOD C2 capability needs.

   b. IAW reference b, the Chairman of the Joint Chiefs of Staff serves as the principal military advisor to the President, the National Security Council, and the Secretary of Defense for DOD C2 and provides advice and assessments on DOD capability needs. As the principal advisor to the Chairman on C2, and as the senior representative of the operational community, the DJ-3 has the responsibility for this function within the Joint Staff. DJ-3 will act as the Joint Staff Office of Primary Responsibility (OPR) for C2 for all operational, policy, process, and development matters (technical and non-technical) involving compatibility for joint operations among strategic and tactical C2 systems, including systems being developed by the Services and system requirements and acquisitions of the combatant commands. Functional requirements management and capabilities development have been delegated to the USJFCOM J8.

c. In coordination with the Chairman, USJFCOM will act as the point of contact for all joint C2 and will take part in reviews and advise the Office of the Secretary of Defense and the Chairman on all joint C2 policy matters. USJFCOM is responsible for the functional management of joint C2 requirements and capability development needs (to include GCCS FoS and NECC), formerly managed by JS/J-3. USJFCOM executes operational sponsorship of the GCCS-Joint (GCCS-J) and capability development responsibilities of NECC through Joint Combat Capability Developer (JCCD). Additionally, in their broader role as the C2 CPM, USJFCOM's role is to manage and optimize capability development to best satisfy C2 capability needs articulated by the operational community. This includes integrating the efforts of capability providers through requirements identification, solution development, and execution oversight covering the spectrum of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities (DOTMLPF) and policy to meet the operational needs of the joint warfighter in the C2 area. Further details on C2 requirements management across DOTMLPF and policy are provided in the Joint Combat Capability Developer Management Plan.

d. In coordination with the Chairman, USSTRATCOM will act as the point of contact for all global C2 and will take part in reviews and advise the Office of the Secretary of Defense via the Chairman of the Joint Chiefs of Staff on all global C2 policy matters. Additionally, USSTRATCOM will assist the Commander, USJFCOM, in the development of joint doctrine, to ensure global C2 interoperability and connectivity extending from the President to the combatant commanders. Global C2 issues are coordinated across all capability portfolio managers, as appropriate, to best satisfy prioritized capability needs.

e. In order to execute respective C2 responsibilities, the Joint Staff, USSTRATCOM, and USJFCOM will engage in appropriate C2 capability needs development and validation forums and actively participate in the capability needs generation and approval process within the Joint Capabilities Integration and Development System (JCIDS). When necessary, the Joint Staff, USJFCOM, and USSTRATCOM will actively participate in national and/or interagency capability needs generation and approval processes.

f. This instruction does not infringe on the existing statutory authorities as identified in reference c.

5. Definitions

a. DOD C2. Per reference b, DOD C2 is a Department-wide C2 capability comprised of information integration and decision-support services, systems, processes, and capabilities that enable the exercise of authority and direction over assigned and attached forces, operating in a net-centric, collaborative information environment.

b. Global C2. Per reference b, global C2 is the exercise of authority and direction by the President, Secretary of Defense, combatant commanders, and designated others, as directed, to monitor, assess, analyze, predict, plan, execute, and report their global mission responsibilities collaboratively. Global C2 capabilities include infrastructure and process that cross combatant command areas of responsibility and that also extend to the President. These capabilities shall allow decision makers to rapidly evaluate, select, and execute effective courses of action (e.g., decision superiority).

c. Joint C2. Per reference b, joint C2 is the exercise of authority and direction by the combatant commander, and designated others, that supports force-level planning, execution, monitoring, and assessment of joint and multinational operations for the joint force commanders (JFCs), component commanders, and the Joint Planning and Execution community. Joint C2 includes cross-Service C2 capabilities, infrastructure, programs, and processes. It also includes the capability to extend C2 capabilities to coalition forces.

d. Net Enabled Command Capability. The NECC is the DOD's emerging principal command capability for execution of joint C2 and achievement of decision superiority. NECC will enable decision superiority via advanced distributive collaborative information sharing achieved through vertical and horizontal interoperability. NECC integrates existing and emerging command and control capabilities supporting the National Military Command System (NMCS), JFCs), combatant commands, Service and functional component commanders, and subordinate Service commands through an enterprise-based joint architecture (i.e., Service Oriented Architecture (SOA)) integrating applications and databases in accordance with DOD's Net-Centric Data Strategy.

6. Responsibilities. Responsibilities of the Chairman, the JS OPR, the C2 SWarF, the C2 Review Board, the functional and geographic combatant commands, the Services, Defense Information Systems Agency (DISA), and other DOD agencies are listed in Enclosure A. The JS OPR will constantly engage the operational community, as well as other communities involved in the development of future C2 capabilities to address the immediate operational C2 concerns of the warfighter.

7. Summary of Changes. Changes in this instruction clarify certain relationships, roles, and responsibilities within the C2 structure. Changes include:

a. Supersedes CJCSI 6721.01 to reflect DOD C2 roles and responsibilities under references a and b, and the joint capability portfolio management process as established by the 2006 Quadrennial Defense Review (QDR) and

Strategic Planning Guidance (SPG) and implemented by direction of the Deputy Secretary of Defense.
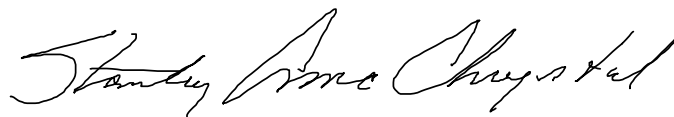
    b. Supersedes CJCSI 6271.01B to reflect migration of Joint Standard Air Operations Software Configuration Management roles and responsibilities to the JCCD as reflected in the JCCD Management Plan under references a and b, and the joint capability portfolio management process as established by the 2006 QDR and SPG and implemented by direction of the Deputy Secretary of Defense.

    c. Provides common processes and forums for governance and synchronization of overall DOD C2 policy, and DOTMLPF and policy capabilities.

    d. Aligns the responsibilities, per reference b, for lead C2 organizations while aligning and leveraging efforts across multiple C2 functional areas.

8. <u>Releasability</u>. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page-- http://www.dtic.mil/cjcs_directives.

9. <u>Effective Date</u>. This instruction is effective upon receipt.

STANLEY A. MCCHRYSTAL
Lieutenant General, USA
Director, Joint Staff

Enclosures:

    A - Responsibilities
    B - References
    GL - Glossary

(INTENTIONALLY BLANK)

TABLE OF CONTENTS

(INTENTIONALLY BLANK)

ENCLOSURE A

RESPONSIBILITIES

1. Chairman of the Joint Chiefs of Staff. The Chairman serves as the principal military advisor for DOD C2 and is responsible for providing advice and assessments to the President, National Security Council, and the Secretary of Defense on DOD C2 capability needs. CJCS policy guidance is transmitted to the Director, Joint Staff for implementation.

2. Office of Primary Responsibility. The Director for Operations, DJ-3, is the Joint Staff OPR for C2 and this instruction.

3. Governance and Management Structure. This instruction includes the following C2 governance and management structure (per Annex A):

    a. The Deputy's Advisory Working Group (DAWG).

    b. The C2 Senior Warfighter's Forum SWarF (C2 SWarF).

    c. The C2 Capability Integration Board (C2CIB).

    d. The C2 Review Board.

    e.   The Joint Combat Capability Developer (JCCD).

    f. Configuration Management and Synchronization Board (CMSB).

    g. The C2 Working Groups (WG).

4. Deputy's Advisory Working Group. The DAWG provides advice and assistance to the Deputy Secretary of Defense on matters pertaining to DOD enterprise management, business transformation, and operations; and strategic level coordination and integration of planning, programming, budgeting, execution, and assessment activities of the Department. The DAWG meets at the discretion of the Deputy Secretary of Defense and is comprised mainly of the Deputy Secretary of Defense, Under Secretaries of Defense, Vice Chairman, Service Under Secretaries, Service Vice Chiefs of Staff/Assistant Commandant and the Deputy Commander, Special Operations Command. Other attendees are at the discretion of the Deputy Secretary of Defense.

5. C2 Senior Warfighters Forum. The C2 SWarF is the warfighter's advocate and operational proponent for DOD C2 and the C2 capability portfolio to

organize, analyze, prioritize, and build joint consensus from the warfighters' perspective to support and influence the strategic direction for C2 capabilities. The C2 SWarF is responsible for providing advice and assessments on DOD C2 capability needs, joint operational oversight of C2 implementation and synchronization across DOTMLPF and operational policy. The C2 SWarF is co-chaired by the Deputy Commander, USJFCOM and the Director for Operations, Joint Staff J3. Principle members of this forum are the combatant commands. Members of this board consist of operational community general officers/flag officers or their representatives from Joint Staff directorates, Services, combatant commands, and DISA. Other DOD agencies will be invited to attend as appropriate to the agenda topics. The intent of the C2 SWarF is to clearly and consistently represent the capability requirements of the combatant commands regarding priority and definition of capability needs or the ability of fielded capabilities to accomplish today's missions and emergent challenges. The forum's intent is to meet quarterly (minimum of once face-to-face annually), or as directed by the co-chairs. The forum will:

a. Review prioritized gaps and redundancies to ensure their alignment to strategy in addition to reviewing and validating capability gap attributes and recommend changes to the JROC.

b. Provide the Chairman, Services, combatant commands, and the Joint Staff with guidance concerning C2 requirements, objectives, and milestones.

c. Identify, discuss, and take action on any unresolved operational and policy C2 issues and recommendations forwarded by the C2 Review Board or presented by a member of the C2 SWarF.

d. Inform other C2 bodies on operational decisions when/where appropriate.

e. The C2 SWarF co-chairs may invite additional organizations to participate as advisors to the C2 SWarF.

Member	Member
Joint Staff/Director J-3 (Co-Chair)	Commander, US Northern Command Director of Operations
Deputy Commander, US Joint Forces Command (Co-Chair)	Commander, US Special Operations Command, Director of Operations
Office of the Chief of Staff of the Air Force/Chief of Operations (HAF/A3)	Commander, US Southern Command Director of Operations
Office of the Secretary of the Army/G-3	Commander, US Strategic Command Director of Operations

Chief of Naval Operations/Director of Operations (N3)	Commander, US Transportation Command, Director of Operations
Commandant of the Marine Corps/Plans, Policies and Operations	Commander, US Special Operations Command, Director of Operations
Commandant of the Coast Guard Deputy Commandant for Operations CG3	Commander, US Central Command Director of Operations
Commander, US Africa Command Director of Operations	Commander, US Joint Forces Command, Director of Operations
Commander, US European Command, Director of Operations	Commander, US Pacific Command Director of Operations
Director, Defense Information Systems Agency	Joint Staff Directorates

6. Command and Control Capability Integration Board. The C2CIB provides executive-level governance and oversight of the structure, processes, procedures, and responsibilities for DOD C2 and the C2 capability portfolio. It serves as the senior-level council for DOD C2 in execution of responsibilities as assigned in reference b. The C2CIB serves as the senior executive-level authority for implementing DepSecDef direction related to the C2 capability portfolio and provides guidance and direction to the C2 CPM for management-level execution. The C2CIB provides a process to integrate decisions across the requirements, budgeting, and acquisition processes and will join with combatant commands, Services, and agencies to guide and shape inputs to the DAWG, 3-star programmers group, and Defense Acquisition Board (DAB). The C2CIB is supported by a C2CIB Senior Steering Group. The C2CIB is tri-chaired by the ASD(NII), the DCDRUSJFCOM, and the DCDRUSSTRATCOM.

7. Command and Control Capability Portfolio Manager. C2 capability portfolio management consists of military (USJFCOM) and civilian (ASD(NII)/DOD CIO) co-leads responsible for providing recommendations to achieve an optimized set of capabilities for the DOD C2 capability portfolio within warfighter priorities and known resource constraints. C2 CPM recommendations and analysis results will be vetted with the Services, established functional C2 forums, and the operational proponent as required. The C2 CPM implements strategic direction and policy guidance from the C2CIB.

8. The C2 Review Board. This board reviews C2 issues, forwarding those requiring action to the C2 SWarF with recommendations and executing those actions consistent with the current approved vision, development, and implementation plans. The board meets on a rotating quarterly basis, or as directed by the chairperson with the hosting chair providing the secretariat requirements.

a. Composition of the Board. The Board will be co-chaired by the Deputy Director for Global Operations, DDGO (J39) and the USJFCOM J-3. Members to this board consist of subject matter expert (SME) representatives from Joint Staff directorates, Services, combatant commands, the chairs from C2 Working Groups, and the JCCD. Other DOD activities will be invited to attend as appropriate to the agenda. Current General /Flag Officer C2 forums below the C2CIB governance structure may execute some or all of the responsibilities of the C2 Review Board.

b. Responsibilities

(1) The C2 Review Board provides necessary operational policy guidance and advice on C2 capability needs. The board will:

(a) Review the technical, functional, training, and funding criteria in determining which system or capability is selected to satisfy identified requirements and provide advice as required.

(b) Provide development and implementation plans advice and recommendations to the C2 SWarF for those systems or capabilities that support C2.

(c) Review other C2 issues, forwarding those of interest or requiring decision to the C2 SWarF.

(d) Review and approve WG charters.

(e) Provide direction and oversight to the WGs.

(f) Review functional improvements and other proposals submitted by all WGs. Ensure horizontal coordination between WGs.

(g) Review and prioritize WG C2 operational and policy recommendations and forward to the C2 SWarF for approval.

(h) Direct, as necessary, the creation of ad hoc action officer WGs with planner-level involvement as required to examine issues falling outside the purview of the established WGs.

(i) Provide feedback to the WGs on C2CIB and C2 SWarF recommendations and decisions.

9. Joint Combat Capability Developer. The USJFCOM J-88, as the JCCD, serves as the DOD organization responsible for C2 capability needs and integration across DOTMLPF and policy. These responsibilities include:

a. Executes operational sponsorship (initially GCCS-J Block V and NECC) and capability development responsibilities and provides a dynamic direct coupling of warfighter operational capability requirements to capability material developers to achieve dedicated and continuous, end-to-end, warfighter engagement (concept development through fielding and sustainment) with DOTMLPF and policy integration focus.

b. Leverage functional WGs as required for informational outreach and to execute the JCCD's mission of requirements development across DOTMLPF and policy. The JCCD will maintain visibility and interact with the WGs to support the transition of GCCS FoS capabilities and development of NECC capabilities.

c. For all issues resulting in non-concurrence, engage the Joint Staff/combatant commands/Services/agencies (JS/C/S/As) at the O-6 level and expeditiously seek to resolve any dissenting positions directly with the submitting organizations, and/or convene a JCCD O-6 Council of Colonels (CoC) to address these issues.

d. Convene the JCCD O-6 CoC co-chaired by the JS J39/Command Systems Operations Division (CSOD) and the USJFCOM J88 (JCCD). The JCCD O-6 CoC is a JS/C/S/A O-6--level forum that periodically meets to address capability issues and endorse the way ahead. Members of the JCCD CoC and the C2 Review Board may or may not overlap dependent on stakeholder C/S/A desires.

(1) JCCD acts as Secretariat for the CoC.

(2) Agenda. The Secretariat will prepare and distribute an agenda and any C/S/A or allied issues prior to each CoC meeting. Information regarding specific C2 requirement issues will be provided in advance by the JCCD to primary CoC members.

(3) Nonmember Participants. Other participants, as designated by the chairpersons or other CoC members, may attend CoC meetings to provide technical support and assistance. However, only voting members will state their organization's position and/or vote on CoC decisions.

(4) Decisions

(a) Each JS/C/S/A stakeholder will have one vote in the decision of each issue.

(b) The chairpersons may vote to break ties.

(c) Decisions are determined by majority vote. An abstaining member casts no vote and is not counted either in the decision or in determining what constitutes a majority. If a voting member will not be attending, that member's vote may be submitted by letter, message, or other electronic means to arrive prior to the meeting to be considered. Decisions are reached by a tally of votes cast (in person or by letter or message from absent members). If an absentee vote becomes the deciding vote on issues where substantive new information is presented, the issue may be deferred to the next CoC meeting. Should there be a decision to defer action because of substantive new information, all votes shall be recast when the issue is again on the agenda for another CoC meeting. If a deferred item is vital to the release of software, a CoC meeting, via phone or video teleconference, may be used to decide (after further analysis) the issue.

(d) Any CoC voting member, including the chairperson, may declare a CoC decision a substantive issue. This must be done before the end of the meeting, unless a voting member requests a delay period because of significant new information presented at the meeting. In this instance, a member has five working days to designate, in writing to the CoC chairpersons and other members, the decision as a substantive issue.

(e) The chairpersons, via JCCD CoC Secretariat, will forward substantive issues to the Secretariat, SSG, or C2 FCB, or chairperson of the C2 Review Board (whichever forum is deemed more appropriate by the chairperson), along with a complete explanation of the substantive issue, within 10 working days of receipt. Forwarded details will include full rationale for the decision made by the CoC, views of others, and the specific recommendation of the chairpersons, CoC. Information copies will be provided to all voting CoC members.

(f) Notification of decisions on issues forwarded to the SSG, C2 FCB, or C2 Review Board will be disseminated to CoC members by the Secretariat, CoC, once their decisions are announced.

(g) Further details on CoC roles, responsibilities, and processes are provided in the JCCD Management Plan.

10. Configuration Management and Synchronization Board. This board reviews C2 interoperability capability issues, forwarding those requiring action to the C2 Review Board and/or the C2 CPM via the JCCD, as appropriate, with recommendations and executing those actions consistent with the CJCS vision, DOD C2 Strategic Plan, and C2 development and implementation plans. The board meets virtually, or as directed by the chairs. This board may transition to or be replaced by an existing NECC focused board with similar functions as determined by the tri-chairs once transition to NECC begins. The O-6 level

CMSB will be tri-chaired by JS J-39/CSOD, USJFCOM J-88/JCCD, and DISA. DISA acts as Secretariat for the CMSB. Primary functions are:

a. Ensure proposed software implementations satisfy minimum entry criteria prior to joint resources being expended.

b. Track and monitor synchronization of Joint and Service evolutionary development plans to ensure a consistent change control process.

c. Review technical aspects of the various C2 system baselines and C2 baseline CM process documentation necessary to ensure deployment and sustainment of joint C2 capabilities on C/S/A platforms.

d. Ensure C2 capabilities are developed and maintained according to the C2 implementation plan specifications, to include migration of current C2 capabilities.

e. Review recommended changes to joint mission area applications.

f. Review recommended changes to and/or sustainment of legacy joint systems of interest.

g. Ensure that validated requirements are correctly reflected and prioritized in the C2 implementation and component work plans.

h. Regular CMSB members are designated representatives from JS/C/S/As. WG chairs, or their representatives, will be invited to sessions with agendas applicable to that WG's area of responsibility. Others that may be included, as appropriate, are the U.S. Coast Guard, National Geospatial-Intelligence Agency, Defense Logistics Agency, National Security Agency, and ASD(NII). The tri-chairs may invite advisory members as required.

i. Agenda. The Secretariat will prepare and distribute an agenda and any C/S/A or allied issues prior to each CMSB meeting. Information regarding the C2 capability-specific SPRs and BCRs will be provided in advance by the DISA C2 Capability JPMO to primary CMSB members.

j. Decisions

(1) Each JS/C/S/A stakeholder will have one vote in the decision of each issue.

(2) The chairpersons may vote to break ties.

(3) Decisions are determined by majority vote. An abstaining member casts no vote and is not counted either in the decision or in determining what

constitutes a majority. If a voting member will not be attending, that member's vote may be submitted by letter, message, or other electronic means to arrive prior to the meeting to be considered. Decisions are reached by a tally of votes cast (in person or by letter or message from absent members). If an absentee vote becomes the deciding vote on issues where substantive new information is presented, the issue may be deferred to the next CMSB meeting. Should there be a decision to defer action because of substantive new information, all votes shall be recast when the issue is again on the agenda for another CMSB meeting. If a deferred item is vital to the release of software, a CMSB meeting, via phone or video teleconference, may be used to decide (after further analysis) the issue.

(4) Any CMSB voting member, including the chairpersons, may declare a CMSB decision a substantive issue. This must be done before the end of the meeting, unless a voting member requests a delay period because of significant new information presented at the meeting. In this instance, a member has 5 working days to designate, in writing to the CMSB chairperson and other members, the decision as a substantive issue. Additionally, C2 capability Joint Program Executive Office may designate a CMSB decision as substantive and has 5 working days to notify the CMSB chairpersons and other CMSB members.

(a) The chairpersons, CMSB will forward substantive issues to the Secretariat, CoC or chairperson of the C2 Review Board (whichever forum is deemed more appropriate by the chairperson), along with a complete explanation of the substantive issue, within 10 working days of receipt. Forwarded details will include full rationale for the decision made by the CMSB, views of others, and the specific recommendation of the chairpersons, CMSB. Information copies will be provided to all voting CMSB members.

(b) Notification of decisions on issues forwarded to the CoC, or C2 Review Board, will be disseminated to CMSB members by the Secretariat, CMSB, once their decisions are announced.

11. Working Groups. The following standing WGs will operate in accordance with the general instructions outlined in paragraph 12 of this enclosure. The WG will determine membership. At a minimum, each group will include qualified representatives (generally in grade of O-5/civilian equivalent or below) from the Joint Staff directorates, Services, United States Coast Guard (USCG), combatant commands and/or their component commands, JCCD, and DOD agencies. The C2 WGs will meet quarterly, or as directed by the chairperson. Annex A shows the relationship of the WGs to the organizations within the C2 governance and management organizations. The WGs are a resource for warfighter engagement and C2 requirements development and coordination. Working Groups leverage SME support to address current challenges resident across all C2 domains, ensuring no degradation of C2 capability needs as the

transition to new C2 systems occur. The following provides a summary for each of the standing working groups:

a. Intelligence Functional Working Group (IFWG). Representative from the Joint Staff J-2 is the chair. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to intelligence in C2 and the C2 structure. The COP WG chair will participate in the IFWG with respect to red COP.

b. Adaptive Planning and Execution Working Group (APEX WG). Representatives of the Joint Staff J-3 and Joint Staff J-7 are the co-chairs. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to execution and planning. This working group has two sub-working groups as follows:

(1) JOPES Actions Group. Representative from the Joint Staff J-3 is the chair. This WG is responsible for policy, process, and procedures across the spectrum of joint operation planning and execution.

(2) Adaptive Planning Technology Working Group. Representative from the Joint Staff J-7 is the chair. Responsible for all areas and issues relating to contingency planning, policies, procedures, and products appropriate for delivery to the execution community.

c. Common Operational Picture Working Group (COP WG). A representative of the Joint Staff J-3 is the chairperson. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to operational environment awareness. The IFWG chair will participate in the COP WG with respect to red COP.

d. Readiness Working Group. Representatives of the Joint Staff J-3 (J-39 Readiness) and OUSD(P&R) are the co-chairs. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to readiness.

e. Training Working Group. Representatives of the Joint Staff J-3 and the JCCD are the co-chairs. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to C2 training. JS J-7 shall provide a permanent representative to monitor and coordinate joint [C2] training policy and facilitate resolution of issues.

f. Global Force Management Working Group. A representative of the Joint Staff J-3/J-33 is the chairperson. The group executes those responsibilities

defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to Global Force Management.

g. Logistics Working Group. A representative of the Joint Staff J-4 is the chairperson. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to logistics.

h. Security Working Group. Representatives of the Joint Staff J-6 and the JCCD are the co-chairs. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to security and Information Assurance.

i. Net Centric Working Group. Representatives of the Joint Staff J-6 and the JCCD are the co-chairs. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all cross-functional areas, issues, and policy recommendations enabling the migration of DOD C2 capability to a joint, net-centric environment.

j. Joint Air Interoperability Working Group. Representatives of the JCCD and the United States Air Force are the co-chairs. The group executes those responsibilities defined in paragraph 12 of this enclosure and is responsible for all areas and issues relating to joint air interoperability.

k. Unit Reference Number (URN) Working Group. A representative of the Joint Staff J3 is the chairperson. The group executes those responsibilities defined in paragraph 12. This working group implements CJCSI 3156.01 (Management of Joint Unit Reference Numbers) and is responsible for reviewing and managing URN block allocation to C/S/As, and C/S/A URN assignments to lower echelons.

l. Theater Air Missile Defense (TAMD) Working Group. Representatives from the Missile Defense Agency, Command and Control, Battle Management, and Communications Directorate (MDA/BC), and USSTRATCOM, Joint Functional Component Command Space/J34 are the co-chairs. The group executes those responsibilities defined in paragraph 11. This working group is the single authority on all TAMD-related requirements and implementations for the GCCS-J.

m. Ad hoc Working Groups

(1) May be established by the C2 Review Board upon the recommendation of the Joint Staff, JCCD, or the C2 CPM.

(2) Chairperson. As determined by the C2 Review Board.

(3) <u>Membership</u>. As determined by the chairperson and guidance from the convening authority.

(4) <u>Responsibilities</u>. As determined by the chairperson and guidance from the convening authority.

12. <u>Working Groups -- General Responsibilities</u>. Standing WGs will be established in those functional or cross-functional areas of enduring significance to C2. Ad hoc working groups can be created to examine specific issues that do not clearly belong to one of the permanent functional area WGs. The organizations that provide the WG chairs are also responsible for providing required support to ensure the group can accomplish its assigned and implied tasking. WGs will meet as frequently as required to accomplish objectives, but not less than once per quarter. Virtual meetings are encouraged to be used when appropriate. All WGs are organized similarly and execute the following responsibilities:

   a. Chaired by a representative from the Joint Staff or the appropriate combatant command or Service at the planner level (O-6).

   b. Support the USJFCOM J-88 (JCCD) effort to manage the identification, aggregation, prioritization, and integration of DOTMLPF and policy C2 requirements/capability needs as required throughout C2 capability development and evaluation processes.

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

   d. Support the JCCD in the development and maintenance of C2 requirements for each mission capability area.

   e. Conduct front-end analysis of functional and non-functional objectives. Assess prototype development and obtain functional user involvement throughout the requirement refinement process. WG SMEs support the JCCD in the development and implementation of capability requirements end-to-end, from inception to fielding and beyond, as warfighter engagement resources for identification, definition/specification, refinement, assessment, and satisfaction reassessment phases. Review Joint Concept Technology Demonstrations, Advanced Concept Technology Demonstrations, Advanced Technology Demonstrations, prototypes, operational prototypes, and other capabilities that pertain to their functional area for applicability to validated requirements. WGs will ensure that operational user input is obtained while developing and refining C2 strategies, objectives, requirements, and priorities, and provide users feedback concerning identified requirements.

f. Engage the JCCD with respect to DOTMLPF and policy issues as identified by WGs for their respective functional areas. The organizations that furnish the WG chair will staff policy changes. Procedures will be staffed for review and approval. Upon approval of procedural and policy changes, WG will coordinate to ensure that changes are annotated in appropriate publications.

g. Review development and implementation activities to ensure that C2 strategies, requirements, and priorities are being met in their functional areas.

h. Support the Federated Development and Certification Environment (FDCE) evaluation of IT applications and interfaces that meet specific functional area requirements for NECC. Monitor and staff evaluation events to provide recommended requirements/capability needs to the JS OPR and/or the JCCD as appropriate to assist development, fielding, and maintenance of C2 system capability. Requirements are processed as depicted below:

(1) C/S/A's - Identify requirement(s).

(2) JCCD via the WGs and JCCD CoC – Verify-Assess-Prioritize the requirement(s).

(3) DISA - Develops the requirement(s).

(4) JCCD - Validates the developed requirement capabilit(ies)

(5) DISA - Delivers the capability.

i. Assist in the identification and provision of functional and operational SMEs who will liaise with software developers throughout the development, testing, and fielding process of C2 system software and hardware applications. Coordinate with other WGs to ensure WG requirements are integrated, via the JCCD, into the FDCE. Provide a conduit to ensure user feedback is maintained throughout the process, from requirements identification through fielding of migration candidates and applications.

j. Assess and cross-reference requirements in the C2 systems requirements database.

k. Document and disseminate minutes and actions to WG members and other interested parties on a timely basis. Provide quarterly progress reports through the C2 Review Board and to the C2 SWarF as required. Submit the recommended C2 vision and C2 system changes no later than 31 December of each year. Make all documentations relating to WG efforts available via Defense Knowledge Online-S (DKO-S).

l. Develop WG charters and submit for approval to the C2 Review Board.

13. Joint Staff

    a. Through the appropriate working group, Joint Staff directorates will participate in actions to accomplish the following:

        (1) Review and collaborate on C2 documentation and prototype review.

        (2) Assist in definition of specific C2 capability needs that fall in the directorates' areas of functional responsibilities and ensure mapping to the C2 requirements database.

        (3) In coordination and cooperation with the C2 CPM and existing Communities of Interest, as applicable, assist in the implementation of Net-Centric Data Strategy for data source related to their functional capability area.

    b. Each Joint Staff directorate will provides a general officer/flag officer representative to the C2 SWarF, a planner-level representative to C2 Review Board, a planner as chairperson of the WG(s) for which it is responsible, and representatives to standing and ad hoc working groups as required.

    c. Each Joint Staff directorate will assist the JS OPR in all C2 matters and serves as the Joint Staff point of contact for all C2 matters related to the directorate's area of responsibility.

    d. All Joint Staff directorates will identify and initiate staffing on modifications of policy, procedures, and the Joint Reporting System (JRS) as an integral part of C2 development.

    e. Director for Manpower and Personnel, J-1 (DJ-1)

        (1) Exercise responsibility for all C2 issues relating to personnel support systems.

        (2) Identify personnel support system requirements.

        (3) Per paragraph 11, provide staff expertise to the appropriate functional WGs to support development of systems that meet identified requirements.

    f. Director for Intelligence, J-2 (DJ-2)

        (1) Provide oversight of intelligence systems development, integration, and management of intelligence automated information activities in C2, including integration of and interoperability with non-DOD intelligence community systems.

(2) Serve as the Joint Staff point of contact for all intelligence systems matters.

(3) Provide the chair for the IFWG.

(4) Coordinate with USD(I), ASD(NII), the Office of the Director of National Intelligence, the Intelligence Community (IC) CIO Executive Council, the IC Collaborative Operational C2 Network (ICON), the Department of Defense Intelligence Information Systems (DoDIIS) Management Board, the Military Intelligence Board (MIB), the Joint Intelligence Interoperability Board (JIIB), and other organizations on intelligence systems matters.

(5) In coordination with the JS J-6, execute oversight of standards, interoperability, and requirements for intelligence data sources and intelligence applications that support DOD C2.

(6) Represent the combat support intelligence agencies for C2 matters.

g. Director for Operations, J-3 (DJ-3)

(1) Principal advisor to the Chairman on C2 and, as the senior representative of the operational community, is the focal point for C2 within the Joint Staff.

(2) Support the Chairman's responsibilities, providing advice / assessments on DOD C2 capability needs as delineated in reference b. Specific responsibilities include:

(a) Support the ASD(NII), as Principal Staff Assistant for C2 to the Secretary of Defense (reference d).

(b) Support the development and implementation of an oversight and management structure for DOD C2 (reference b).

(c) Support DOD C2 roadmap development (reference b).

(3) Serve as the Joint Staff OPR for C2 Capability Portfolio Management.

(4) Co-chair the C2 SWarF, C2 Review Board, and JCCD CoC, and tri-chair the Configuration Management and Synchronization Board.

(5) Serve as CJCS and JS OPR for coordination with USJFCOM / USSTRATCOM (reference b).

(6) Operate the National Military Command System (references b and e).

(7) Provide advice, within the scope of CJCS authorities, on oversight and approval of C2 policy, procedures development, implementation, schedules, and funding of C2 capabilities to ensure the operational communities' needs are satisfied.

(8) Serve as the C2 IT domain owner, per reference f.

(9) Direct revisions to operations planning and execution, to include crisis action planning, policy, processes, and procedures to match current national strategy and the UCP. The Director, J-3, will provide advice to ensure that CJCS C2 guidance is consistent with changes to current planning and execution.

(10) Publish a coordinated CJCS C2 vision document covering a five-year period. The CJCS C2 vision will be reviewed annually and modifications will be published no later than 1 March of each year. The vision document will identify C2 functional requirements and identify and prioritize supported combatant commander requirements to influence the efforts of DOD C2 systems providers and developers.

(11) Review and provide advice on security risk assessments and defining acceptable levels of risk to security in accordance information assurance (IA), information operations (IO), and operations security (OPSEC) guidance per DOD guidance and instructions.

(12) Provide the chairs for assigned WGs, per paragraph 11.

(13) In coordination with the JS J-6, execute Joint Staff oversight of standards, interoperability, and requirements for command and control data sources and applications that support DOD C2.

(14) In coordination with JS J-7 and the JCCD, exercise oversight of C2 training.

(15) Provide JS representation to the C2 FCB and to senior C2 governance and management forums as required.

(16) Provide approval and validation recommendations to the operational sponsor, prior to operational fielding, for new C2 functionality as part of the system of record (fielding decision) to ensure delivered functionality meets approved requirements and warfighter capability needs are satisfied.

h. Director for Logistics, J-4 (DJ-4)

(1) Assist the JS OPR by exercising responsibility for mobilization, demobilization, sustainment, reconstitution, and redeployment policy and procedure definition, and for management of related prototype development efforts.

(2) Provide the chair for the Logistics Working Group. Specific roles include working with the combatant commands to clarify and define customer requirements, working with the Services and Defense agencies to develop policies and procedures for satisfying these requirements, and identifying those logistics automated information systems that must be interoperable with C2 to provide accurate and timely information within the standing IA/IO/OPSEC security guidance.

(3) Serve as the Joint Staff point of contact in all logistics information system matters pertaining to mobilization, demobilization, deployment, redeployment, sustainment (including medical), and reconstitution.

(4) Define and refine logistics information system mobilization and sustainment policies, procedures, and IT support requirements in collaboration with the logistics staffs of the Services, combatant commands, and Defense agencies.

(5) In coordination with the JS J-6, execute Joint Staff oversight of standards, interoperability, and requirements for logistics data sources and logistics applications that support DOD C2.

i. Director for Strategic Plans and Policy, J-5 (DJ-5)

(1) In coordination with DJ-3, serve as the Joint Staff point of contact for C2 coordination with the Department of State, Federal Emergency Management Agency, and other DOD and non-DOD agencies as required.

(2) Advise on the disclosure of C2 information and systems to foreign governments/international organizations.

j. Director for Command, Control, Communications, and Computer Systems Directorate, J-6 (DJ-6)

(1) Provide interoperability and integration oversight for all C2 system development.

(2) Provide the chairperson of the Net Centric and Security WGs.

(3) Publish the agenda and minutes of the Net Centric and Security WGs.

(4) Ensure, in the capacity as the chairperson of the Military Communications Electronics Board, that issues of interest are presented to the C2 governance structure.

(5) As Designated Approval Authority (DAA) for GCCS-J, execute oversight of C2 security matters, in accordance with reference g.

(6) Execute oversight of C2 security matters as Principal Accrediting Authority.

(7) Execute Joint Staff oversight of standards, interoperability, and requirements for communications data sources and net-centric applications that support DOD C2.

k. Director for Operational Plans and Interoperability, J-7 (DJ-7)

(1) Assist the JS OPR by executing responsibility for integration and documentation of C2 doctrine.

(2) Review development of contingency planning policy and procedures.

(3) Responsible for coordination, detailing, and scheduling of development timelines for CJCS-reviewed contingency plans between combatant, functional, and supporting commands.

(4) Exercise primary Joint Staff action for the publication and continuing development of the policies and procedures for the review of the C2 plans of functional and combatant commands.

(5) Ensure that C2 policies and procedures are explored in joint exercises, and that lessons learned are captured for improvement of the C2 processes.

(6) Assist the JS J-3 in all matters relating to C2 contingency planning procedures.

(7) Provide co-chair for the APEX WG.

(8) In coordination with JS J-3 and the JCCD, exercise oversight of C2 training and provide a permanent representative to Training WG to monitor and coordinate joint [C2] training policy and facilitate resolution of issues.

(9) As required, and in coordination with the JS J-6, execute Joint Staff oversight of standards, interoperability, and requirements for planning data sources and applications that support DOD C2.

l. <u>Director for Force Structure, Resources, and Assessment, J-8 (DJ-8)</u>. Serve as the Planning, Programming, Budgeting and Execution and Joint Capability Integration and Development System (JCIDS) advisor for C2 matters.

14. <u>USJFCOM</u>

a. In order to execute joint C2 requirement/capability needs development and management responsibilities, USJFCOM established a USJFCOM-led JCCD consisting of C2 stakeholders from across all domains. As the warfighter advocate per reference b, USJFCOM, via the JCCD, will engage warfighters across JS/C/S/A in appropriate C2 capability needs development and validation forums to identify, aggregate and articulate joint requirements and priorities to joint DOTMLPF and policy capability developers. The JCCD will actively participate in the capability needs generation and approval process within the JCIDS, the Defense Acquisition System process, as well as the testing, certification, fielding, and programmatic processes. When necessary, the JCCD will actively participate in national and/or interagency capability needs generation and approval processes.

b. USJFCOM's role as C2 CPM is to manage the portfolio of C2 capabilities focusing on the strategic to tactical needs of the DOD C2 enterprise, per the C2 SWarF's guidance. The C2 CPM will integrate the Department's three primary processes of requirements/capability needs, acquisition, and programmatics encompassing capability providers through requirements identification, solution development, and execution oversight which includes covering the spectrum of DOTMLPF and policy to meet the operational needs of the joint warfighter in the C2 area.

c. Coordinate and exercise oversight of C2 functional and technical training with the Joint Staff J-3 and J-7.

d. Execute operational sponsorship for GCCS-J and NECC. Processes and procedures of the JCCD are contained in reference h.

e. Provide updates as required via the JCCD on status, initiatives, and the way ahead to all standing working groups at each working group meeting.

f. Provide command representatives to the standing WGs.

g. Provide JCCD co-chair and/or member to the WGs per para 11.

h. Co-chair the C2 SWarF, C2 Review Board, and JCCD CoC, and tri-chair the CMSB.

i. Implement the DOD Net-Centric Data and Service Strategies, in coordination and cooperation with the Communities of Interest, as appropriate, and in conjunction with the Joint Staff.

15. <u>USSTRATCOM</u>

a. USSTRATCOM's role is to manage and optimize global C2 capability development across the DOTMLPF spectrum to best satisfy those prioritized capability needs in response to the vision and policy guidance of the Chairman as articulated by the DJ-3 and roles set forth in the references a and b and the General Defense Plan.

b. DCDRUSSTRATCOM exercise DAA responsibilities as the NECC DAA.

16. <u>Combatant Commands</u>

a. Provide operational community general/flag officer representative to the C2CIB and C2 SWarF.

b. Provide O-6 or civilian equivalent representatives to C2 Review Board and the JCCD CoC.

c. Engage and contribute as a member participant in the USJFCOM-led JCCD for identification, aggregation, prioritization, and integration of C2 DOTMLPF and policy requirements/capability needs as required throughout C2 capability development and evaluation processes.

d. Per paragraph 11, provide representatives to the standing WGs.

e. Attend other C2 meetings/conferences as required.

f. Provide emerging requirements to appropriate WGs for action or input directly into the Net-enabled Requirements Identification Database (NRID) and, as required, provide warfighter support for the FDCE.

g. Oversee, in coordination with the Services, hardware/software configuration control, and operation and maintenance of the C2 sites.

h. Provide feedback to JS OPR on C2 and IA performance during exercises and real-world operational C2. Assist OPR in resolving deficiencies through C2 structure processes.

17. Military Services and U.S. Coast Guard

    a. Provide an operational community general/flag officer representative to the C2CIB and C2 SWarF.

    b. Provide O-6 or civilian equivalent representatives to the C2 Review Board the JCCD CoC.

    c. Engage and contribute as a member participant in the USJFCOM-led JCCD for identification, aggregation, prioritization, and integration of C2 DOTMLPF and policy requirements/capability needs as required throughout C2 capability development and evaluation processes.

    d. Per paragraph 11, provide representatives to standing WGs.

    e. Establish Service C2 points of contact for planning and coordinating functional and technical Service efforts related to C2 development and resources.

    f. Provide emerging requirements to appropriate WGs for action or input directly into the NRID and, as required, provide warfighter support for the FDCE.

    g. Plan, program, and budget the resources required to support the following:

        (1) Changes to existing systems that provide required joint warfighter data to C2.

        (2) Fielding, C2 systems, maintenance, and training at designated Service-selected sites after delivery of DISA provided hardware/software, if applicable, and subsequent system and application upgrades.

        (3) Program and fund for service implementation of further extensions of C2 system operational capabilities.

    h. Operate and maintain C2 sites in coordination with the combatant commands and components.

    i. As members of the C2 Review Board and the C2 SWarF, serve as channels for providing the Services information about proposed C2 activity that may impact Service resources and Program Objective Memorandum (POMs). Decisions affecting Service resources and POMs will be staffed through normal Service coordination procedures.

18. <u>Defense Information System Agency</u>

    a. Per reference i, DISA shall:

        (1) "Be responsible to the Chairman of the Joint Chiefs of Staff for operational matters as well as requirements associated with the joint planning process, subject to the authority, direction, and control of the ASD(NII)/DoD CIO. For these purposes, the Chairman of the Joint Chiefs of Staff is authorized to communicate directly with the Director, DISA, and may task the Director, DISA, to the extent authorized by the ASD(NII)/DoD CIO."

        (2) Be "responsible for planning, engineering, acquiring, fielding, and supporting global net-centric information and communications solutions to serve the needs of the President, Vice President, the Secretary of Defense, and the DoD components…". Additionally, for joint command and control, DISA serves as the DOD integrator for joint, coalition, and combined command and control capabilities.

    b. Engage and contribute as a member participant in the USJFCOM-led JCCD for identification, aggregation, prioritization, and integration of C2 DOTMLPF and policy requirements/capability needs as required throughout C2 capability development and evaluation processes.

    c. Advise and make recommendations to the C2 CPM and provide information and support as required by the C2 CPM Operating Concept and Business Plan.

    d. Ensure implementation of common standards across C2 enterprise for hardware and software instantiations of C2 capabilities.

    e. Provide the Program Management point of contact for C2 systems who provides oversight and direction of activities in DISA to:

        (1) Integrate, test, and field all C2 system applications in accordance with DOD and CJCS guidance.

        (2) Develop and maintain C2 configuration control in accordance with the DISA configuration management policy, as coordinated by the Configuration Management and Synchronization Board.

    f. As the Program Management Office (PMO), provide update briefs on status, initiatives, and the way ahead to all working groups at working group meetings and participate in the USJFCOM led JCCD process.

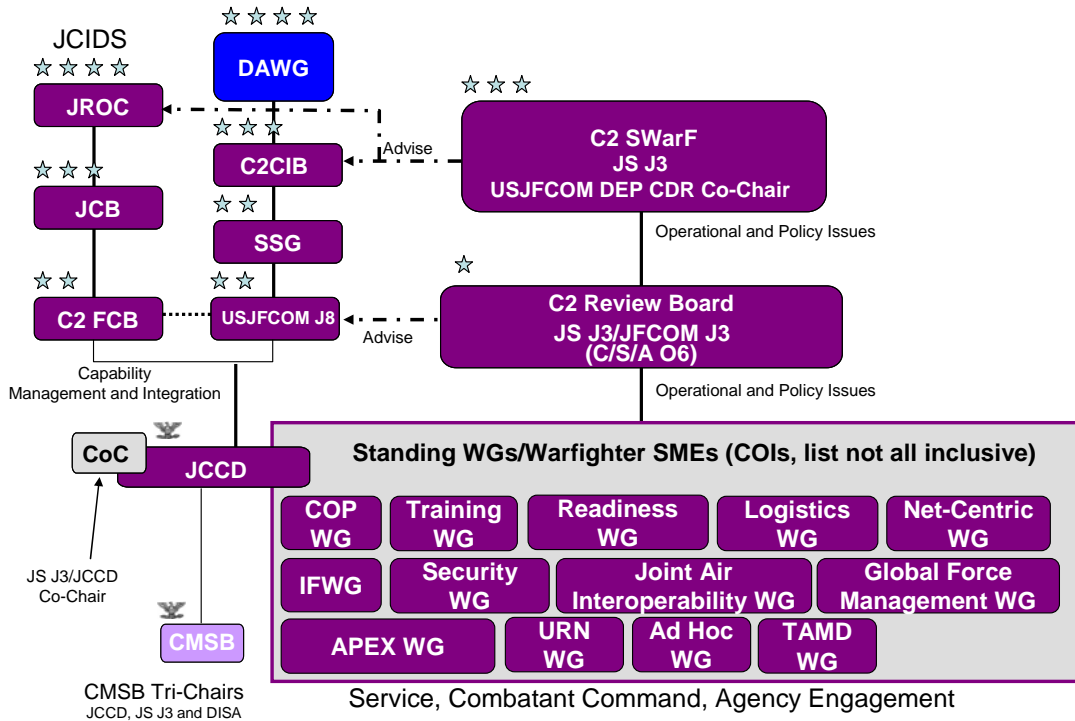   g. Tri-chair the Configuration Management and Synchronization Board.

h. Act as Secretariat for the CMSB. This includes:

(1) Maintaining current list of voting representatives.

(2) Preparing agendas for meetings.

(3) Ensuring CMSB meeting support materials are prepared and distributed.

(4) Preparing minutes of CMSB for chairperson and distributing same within 30 days of meeting adjournment.

(5) Reviewing substantive issues and providing recommendations to chairperson.

(6) Monitoring status of all C2 system SPRs and BCRs. Ensuring each SPR's and BCR's status (open or closed) is accurate.

(7) Coordinating and distributing items necessary for successful development and deployment of joint C2 capability in C/S/A systems via respective Component Program Management Office (CPMO).

19. Other Defense Agencies

a. Collaborate in the development and implementation of C2 requirements related to their activities as tasked by the appropriate Joint Staff directorate.

b. Engage and contribute as a member participant in the USJFCOM-led JCCD for identification, aggregation, prioritization, and integration of C2 DOTMLPF and policy requirements/capability needs as required throughout C2 capability development and evaluation processes.

c. Determine the impact and feasibility (procedural and technical) of C2 information exchange requirements.

d. Support the JS OPR and JS J-6 by planning, programming, budgeting, and funding C2 interface requirements and necessary internal initiatives within fiscal constraints.

e. Per paragraph 11, provide representatives to the WGs.

APPENDIX A TO ENCLOSURE A

CJCSI 3265.01 C2 GOVERNANCE ORGANIZATION

JCIDS

☆☆☆☆
JROC

☆☆☆
JCB

☆☆
C2 FCB

☆☆☆☆
DAWG

☆☆☆
C2CIB

☆☆
SSG

☆☆
USJFCOM J8

☆☆☆
**C2 SWarF
JS J3
USJFCOM DEP CDR Co-Chair**

Advise

Operational and Policy Issues

☆
**C2 Review Board
JS J3/JFCOM J3
(C/S/A O6)**

Advise

Operational and Policy Issues

Capability
Management and Integration

CoC

JCCD

JS J3/JCCD
Co-Chair

CMSB

CMSB Tri-Chairs
JCCD, JS J3 and DISA

Standing WGs/Warfighter SMEs (COIs, list not all inclusive)

COP WG	**Training WG**	**Readiness WG**	**Logistics WG**	**Net-Centric WG**
IFWG	**Security WG**	**Joint Air Interoperability WG**		**Global Force Management WG**
APEX WG	**URN WG**	**Ad Hoc WG**	**TAMD WG**	

Service, Combatant Command, Agency Engagement

(INTENTIONALLY BLANK)

ENCLOSURE B

REFERENCES

a. Unified Command Plan

b. DoDD O-5100.30, 5 January 2006, "Department of Defense Command and Control"

c. CJCSI 3170.01 Series, "Operation of the Joint Capabilities Integration and Development System"

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 3280.01 Series, "National Military Command System (U)"

f. CJCSI 8410.01 Series, "Warfighting Mission Area Information Technology Portfolio Management and Net-Centric Data Sharing"

g. CJCSI 6731.01 Series, "Global Command and Control System Security Policy"

h. Joint Combat Capability Developer (JCCD) Management Plan, 16 July 2007

i. DoDD 5105.19, 25 July 2006, "Defense Information Systems Agency (DISA)"

j. CJCSM 6721.01 Series, "Global Command and Control System (GCCS) Functional Requirements Evaluation Procedures"

k. Global Command and Control System Strategic Plan, 1999-2002

l. CJCSI 3170.01 Series, "Operation of the Joint Capabilities Integration and Development System"

m. CJCSI 6212.01 Series, "Interoperability and Supportability of Information Technology and National Security Systems"

n. CJCSI 6280.1 Series, "Multinational System Policy and Engineering Guidelines"

o. CJCSM 6280.01 Series, "Multinational System and Engineering Process"

p. CJCSI 3600.1 Series, "Information Operational C2"

q. CJCSI 6510.01 Series, "Information Assurance (IA) and Computer Network Defense (CND)"

r. Deputy Secretary of Defense Memorandum, 14 September 2006, "Capability Management Test Case Roles, Responsibilities, Authorities, and Approaches"

s. Deputy Secretary of Defense Memorandum, 07 February 2008, "Capability Portfolio Management Way Ahead"

t. CJCSI 3280.01 Series, "National Military Command System (U)"

u. DoDD S-5100.44, "Defense and National Leadership Command Capability (DNLCC) (U)"

GLOSSARY

ABBREVIATIONS AND ACRONYMS

AP	Adaptive Planning
APEX	Adaptive Planning and Execution System
ASD(NII)	Assistant Secretary of Defense Networks and Information Integration
C/S/A	Combatant Command/Service/Agency
C2	Command and Control
C2CIB	Command and Control Capability Integration Board
CIO	Chief Information Officer
CJCS	Chairman of the Joint Chiefs of Staff
CMS	(Intelligence) Community Management Staff
CMSB	Configuration Management and Synchronization Board
CPM	Capability Portfolio Manager
CR	Change Request
CoC	Council of Colonels
COP	Common Operational Picture
CSOD	Command Systems Operations Division
DAA	Designated Approval Authority
DAB	Defense Acquisition Board
DAWG	Deputy's Advisory Working Group
DDGO	Deputy Director for Global Operations
DISA	Defense Information Systems Agency
DODIIS	Department of Defense Intelligence Information Systems
DOS	Department of State
DOTMLPF	Doctrine-Organization-Training-Materiel-Leadership and Education-Personnel-Facilities
EXCOM	Executive Committee
FDCE	Federated Development and Certification Environment
FoS	Family of Systems
GCCS	Global Command and Control System
GCCS-J	Global Command and Control System-Joint
GCSS	Global Combat Support System
IA	Information Assurance
IC	Intelligence Community
ICON	Intelligence Community Collaborative Operational C2 Network

IFWG	Intelligence Functional Working Group
IO	Information Operations
IOC	Initial Operational Capability
IT	Information Technology
JCD	Joint Capability Developer
JCCD	Joint Combat Capability Developer
JCIDS	Joint Capabilities Integration and Development System
JFC	Joint Force Commanders
JS	Joint Staff
JIIB	Joint Intelligence Interoperability Board
JOPES	Joint Operation Planning and Execution System
MDA/BC	Missile Defense Agency, Command and Control, Battle Management, and Communications Directorate
MIB	Military Intelligence Board
NC	Net-Centric
NECC	Net Enabled Command Capability
NMCS	National Military Command System
NRID	Net-enabled Requirements Identification Database
OPR	Office of Primary Responsibility
OPSEC	Operations security
OUSD	Office of the Under Secretary of Defense
POM	Program Objective Memorandum
PMO	Program Management Office
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SWarF	Senior Warfighter's Forum
TAMD	Theater Air Missile Defense
UCP	Unified Command Plan
USCG	United States Coast Guard
USD(I)	Under Secretary of Defense (Intelligence)
USJFCOM	United States Joint Forces Command
USSTRATCOM	United States Strategic Command
URN	Unit Reference Number
WG	Working Group