



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

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J-7

DISTRIBUTION: A, B, C, JS-LAN

CJCSM 3500.04F

1 June 2011

## UNIVERSAL JOINT TASK MANUAL

References: See Enclosure E

1. Purpose. This manual describes the purpose, process, and guidelines of the Universal Joint Task List (UJTL). It also includes a standard methodology to develop and maintain Universal Joint Tasks (UJT).
2. Cancellation. CJCSM 3500.04E, 25 August 2008, "Universal Joint Task Manual," is superseded by this publication.
3. Applicability. This manual applies to the combatant commands, Services, Reserve Components (to include the National Guard), combat support agencies (CSAs), Joint Staff (JS), joint organizations, including subordinate joint force commands, joint task forces (JTFs), and other agencies responsive to the Chairman of the Joint Chiefs of Staff (CJCS).
4. Policy. Title 10, United States Code, section 153 (a), (reference a), states that the Chairman will be responsible for formulating policies for the joint training of the Armed Forces of the United States. Policy and guidance for implementation of the UJTL program is found in reference b, and serves as a foundation for joint capabilities-based planning, joint force development, readiness reporting, joint training and education, and joint operations.
5. Definitions. See Part II of the Glossary.
6. Responsibilities. See Enclosure B of reference b.
7. Procedures. This manual is meant to be used in combination with reference b, and provides detailed information on how to develop UJTs and how to use them to effectively describe joint capabilities required to execute joint missions. An understanding of the policies and guidance in reference b and the procedures described in this manual are fundamental to implementation and management of the UJT process.

1 June 2011

## 8. Summary of Changes.

a. Reference b designates the authoritative UJTL as the online version of the UJTL Task Development Tool (UTDT), which resides on the Joint Doctrine, Education, and Training Electronic Information System (JDEIS) (reference c).

b. Added an Organizational Point of Contact (OPOC) Front End Analysis (FEA) checklist.

c. Reinforces joint policy that the UJTL is the only source for the development of joint mission-essential task lists (JMETL) used for readiness reporting in the Defense Readiness Reporting System (DRRS).

d. Clarifies authoritative and nonauthoritative task elements.

e. Eliminates Subject Matter Lead, Subject Matter Organization, and Subject Matter Expert from UJT process and lexicon.

f. Discusses additional task detail (ATD).

g. The separate classified supplement has been incorporated into the SECRET Internet Protocol Router Network (SIPRNET) version of the online UJTL database (DB) (reference c).

9. Releasability. This manual is approved for public release; distribution is unlimited. Department of Defense (DOD) components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual through reference d.

10. Effective Date. This manual is effective upon receipt.



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Enclosures:

- A -- Introduction
- B -- Joint Tasks and Standards (Measures and Criteria)
- C -- Joint Conditions
- D -- Universal Joint Task Development Process
- E -- References
- GL -- Glossary

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## ENCLOSURE A

## INTRODUCTION

1. Purpose. The UJTL is a library of UJTs, which serve as a foundation for capabilities-based planning across the range of military operations. A UJT is an action assigned to provide a capability. The UJTL supports the DOD in joint capabilities-based planning, joint force development, readiness reporting, experimentation, joint training and education, and lessons learned. In accordance with (IAW) reference e, the authoritative UJTL DB will be used for development of a JMETL or agency mission-essential task list (AMETL) used in identifying required capabilities for mission success.

2. General

a. The UJTL serves as a library of joint mission tasks in a common language, supporting all levels of the DOD in executing the National Security Strategy, National Defense Strategy, and the National Military Strategy.

b. The UJTL DB consists of UJTs with sample measures in a common language. The UJTL serves as a reference system for various users, to include joint force commanders (JFC)/Agency Directors and their planning staffs, joint force developers, combat support personnel, joint experimentation agencies, and joint trainers. A menu of conditions is also resident on the UJTL DB for reference; however, conditions are determined and applied during mission-essential task list (METL) development. The UJTL is adaptive and flexible, and incorporates vertical and horizontal task linkages across a functional and hierarchical architecture.

c. The UJTL is a key enabler in the application of the capabilities-based, “mission-to-task” Joint Training System (JTS) (references e and f). In implementing the JTS, users conduct mission analysis, identify specified and implied tasks, choose tasks from the UJTL (including supporting and command-linked tasks), apply guidance to determine essential tasks, select conditions that impact the tasks, and select measures and criteria that form the basis for standards. Commanders and Directors document these essential tasks, conditions, and standards as their warfighting requirements in a joint/agency mission-essential task list (J/AMETL). The UJTL is the only authorized source of joint tasks for the development of J/AMETL.

3. Universal Joint Task List. The online version of the UTDT on SIPRNET, and the UJTL portal on NIPRNET and SIPRNET, all available via JDEIS (reference c), contain a comprehensive listing of the tasks that can be performed by the JS, Services, combatant commands and components, activities, joint

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organizations, the National Guard Bureau (NGB), and CSAs subject to the oversight of the CJCS. The JDEIS UJTL Portal on NIPR and SIPR is updated regularly, while the UTDT is a dynamic DB and contains real-time updates.

a. UJTL language and terminology must be consistent and compliant with existing joint doctrine language and terminology and IAW reference g.

b. The JDEIS contains a listing of conditions in the physical, military, and civil environments that may be used to describe the operational context for selected mission tasks. Conditions are neither directive nor all-inclusive. They should be used as a guide and may be modified based on the user's experience and needs. Modified conditions should be submitted via memorandum to the JS J-7 UJTL Coordinator (UC) for inclusion in the UTDT. (This does not preclude the commander/director from using conditions prior to their being incorporated in the UTDT. The intent of submitting the conditions is to add the conditions to JDEIS for Department-wide use).

4. Universal Joint Tasks. UJTs are universal by nature. Commanders/Directors, when selecting tasks for their J/AMETs, choose a task that best describes their particular mission/capability requirement. UJTs are then tailored for use in the J/AMETL through the application of command specific conditions and standards. Tasks identify what is to be performed in terms common to joint organizations. The task description does not address how or why a task is performed (found in joint doctrine or other governing criteria), or who performs the task (found in the commander's concept of operations and joint doctrine).

a. A UJT is an action assigned to provide a capability. Joint tasks describe, in broad terms, the current and potential capabilities of the Armed Forces of the United States. Joint tasks are tasks accomplished by a joint organizational element under joint command and control using joint doctrine. They are assigned by combatant commanders, subordinate JFCs and JTF commanders, and agency directors to be performed by joint forces, staffs, and integrated Service and functional components. This manual provides the procedures for the development of joint tasks that can be applied at multiple levels of command (e.g., strategic national (SN), strategic theater (ST), operational (OP), and tactical (TA)). Each Service publishes its own task list to supplement the UJTL and links appropriate Service tasks to corresponding UJTs. A detailed description of these tasks is provided in the UTDT.

b. The minimum required elements of a UJT are task number, task title, task description, sample measures, and joint doctrinal reference(s). The authoritative elements of the UJT are task number, task title, and task description. A task note/background, measures, and joint doctrinal references are nonauthoritative. Authoritative elements require staffing and coordination with the UJTL Development Community (UDC) and approval by the Director,

Joint Staff (DJS). Nonauthoritative elements are administrative in nature, are not regularly updated, and are not subject to staffing, adjudication, and/or considerations of nonconcurs received from the community.

c. The joint tasks listed in the UTDT are not all inclusive. New candidates and changes to existing tasks may be submitted if the universal action required is not resident within the UJTL.

5. Conditions. Conditions are variables of the environment that affect the performance of a task. Some conditions are designed to help describe the theater of operations (e.g., host-nation support); others describe the immediate joint operations area (e.g., maritime superiority), while still others describe the battlefield conditions (e.g., littoral composition). When linked to specific joint tasks in a J/AMETL, conditions help frame the differences or similarities between assigned missions. Enclosure C of this manual provides a more detailed explanation of “Joint Conditions.”

6. Measures and Criteria of Performance. Commander’s/Director’s approved measures and criteria comprise the task standard to describe how well a joint organization or force must perform a joint task under a specific set of conditions. Commanders/Directors use criteria and measures to establish task standards based on mission requirements (such as maximum number of failures or minimum percentage of units trained). Standards are the acceptable level at which a task must be performed to assure successful task completion. These standards, when linked to conditions, provide a basis for planning, conducting, and evaluating military operations as well as training events.

7. Definition of Terms. Key terms that apply to understanding the UJTL and its application to J/AMETL development and the capabilities-based JTS processes are in the Glossary. Terms are based on the definitions found in reference h. New terms and definitions will be submitted by the UC for inclusion into the next publication of reference g.

## 8. Relationship of Key Terms

a. Understanding the relationships among missions, operations, and tasks is important to the successful use of the UJTL in establishing joint training and readiness requirements. The relationship between these three elements becomes clearer through mission analysis.

b. The relationships among these terms may be described as follows:

(1) A mission tasks an organization with achieving specified end states, which must be analyzed to define the necessary essential tasks. The mission is a statement of the action to be taken and the reason for doing so. The mission

statement contains the who, what, when, where, and why, but seldom specifies how. It forms the basis for planning and is included in the planning guidance, the planning directive, staff estimates, the commander's estimate, the concept of operations, and the completed plan.

(2) An operation is a military action or the carrying out of a strategic, operational, tactical, Service, training, or administrative military mission; or the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

(3) A task is an action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability. Tasks are generated from mission analysis or operations plans, and joint capability requirements.

c. Mission analysis and subsequent mission planning provide the requirement to perform tasks and provides the context for each task's performance (including the conditions under which a task must be performed). It determines where and when a task must be performed (one or more locations). Finally, it determines the degree to which a task must be performed (implied in the concept of the operation) and provides a way to understand precisely how the performance of a task contributes to mission success (i.e., the standard).

9. Applicability to Other Processes. UJTs are mapped to Joint Capability Areas (JCAs) to meet operational mission requirements. For example, joint operations planners and analysts can use the UJTL to translate missions into common language joint tasks that trainers and combat developers can use to derive operational and future force development requirements. UJTs provide a common point of reference for other systems such as Joint Training Information Management System (JTIMS) and Theater Security Cooperation Management Information System. Once a METL is developed by commanders and input electronically in DRRS, it is available within JTIMS to plan, execute, and assess capability-based training. During the planning process, lessons learned linked to specific UJTs will provide insight into how best to accomplish specific missions using various capabilities.

a. Besides reporting readiness through their J/AMETL, combatant commands, the NGB, CSAs, and other joint commanders leverage the UJTL into a variety of operational and training areas.

b. UJTL and J/AMETL structure can be used for joint operation planning, the activities that must be accomplished to plan for an anticipated operation - the mobilization, deployment, employment, and sustainment of forces.



c. The UJTL (and therefore the J/AMETL) structure can be used to focus requirements for joint models and simulations.

d. The Functional Capability Boards (FCBs) can use tasks to define critical doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) changes required through the FCB and Joint Requirements Oversight Council process. In addition, the capabilities-based assessment (CBA) described in reference h identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint concepts, integrated architectures, the UJTL, the anticipated range of broad capabilities that an adversary might employ, and other sources as input. It provides output of tasks to be reviewed, identifies capability gaps, and suggests recommended DOTMLPF solutions. The CBA process both utilizes existing UJTs and may serve as a springboard towards the refinement of existing UJTs and suggestion of new UJTs to better serve the joint community.

e. Institutions providing joint professional military education may cross-reference learning objectives to UJTs to better align the joint training and education systems.

f. Integrated enterprise architectures apply the UJTL. The Assistant Secretary of Defense (Network and Information Integration)/DOD Chief Information Officer DOD Architecture Framework Version 2.0 (reference h) leverages the UJTL taxonomy to align or extend operational activities within the architecture being developed. Using the UJTL as one of the source guidelines, viewpoints may include, but are not limited to, operational viewpoints (OV), capability viewpoints, systems viewpoints (SV), and services viewpoints. Each viewpoint has a particular purpose, and usually presents one or combinations of the following: broad summary information about the whole enterprise (e.g. high-level operational concepts); narrowly focused information for a specialist purpose (e.g. systems interface definitions); and information about how the aspects of the enterprise are connected (e.g. how operational activities are supported by a system). Architectures may also use the UJTL to support mission-threads.

g. The UJTL, in describing capabilities required to execute national strategy, is mapped to JCAs. These capability areas will become the underpinning for capabilities-based planning. Every UJT is mapped to a JCA down to the lowest JCA tier. UJTL linkage to the capability development processes enhances the identification of joint requirements, capability shortfalls, and deficiencies. Additional JCA information is available at reference j.

10. Administrative Updates to the UJTL

a. Updates to UJTs only. Procedures for updating UJTs are found in Enclosure D, "UJTL Development Process."

b. Change Recommendations. All recommendations for routine or urgent changes shall be submitted using the UTDT, via the link on the SIPRNET version of JDEIS by the OPOC. Each organization is assigned an OPOC(s). Listings may be found on the JDEIS UJTL portal page. Roles and responsibilities of the OPOC are found in reference b.

## ENCLOSURE B

## JOINT TASKS AND STANDARDS (MEASURES AND CRITERIA)

1. Introduction. This enclosure discusses task linkages, level of war (LOW), UJTL organization, and relationships to other processes. It also discusses the terminology related to the UJTL in J/AMETL development application (measures, scales, and criteria). This enclosure is divided into two appendices. Appendix A is a discussion of tasks and their application to J/AMETL development and training requirements development. Appendix B is a discussion of measures and criteria and how they are used to create standards for tasks.
2. Authoritative Universal Joint Task List. The authoritative lists of joint tasks, measures, conditions, and ATD are not published in this document. They are found only in the UTDT, which resides on JDEIS. Classified tasks and measures are only available on the SIPRNET.

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## APPENDIX A TO ENCLOSURE B

## UNIVERSAL JOINT TASKS

1. Introduction. The UJTs listed in the UTDT and available through the JDEIS UJTL portal are designed as a reference aid to communicate mission capability requirements from supported to supporting commanders in a J/AMETL. UJTs provide the common language that can be used to document warfighting requirements and develop, execute, and assess joint training.

2. Additional Task Detail. The listing of tasks with ATD provides the hierarchical linkage between those tasks and the applicable Service-level tasks that support execution. As ATD is developed for tasks, it will be added to the UJTL.

a. ATD serves as a framework for the identification of capability shortfalls and near-term capability improvements. Although nondirective in nature, ATD contains processes, procedures, and actions that address critical horizontal (between Services) and vertical (Service to higher joint force) elements of interoperability for a specific UJT. ATD is optional and nonauthoritative but offers additional fidelity to a UJT if utilized. An OPOC recommending modification of an existing UJT with accompanying ATD should consider revising the ATD during the process.

b. The following components are included within the ATD: Critical Elements, Supporting Joint Tasks, Supporting Service Tasks, and Supporting Service and Multinational Doctrine, and other government publications. The use of SV, OV, and all viewpoints and other viewpoints and models are optional. Conditions are no longer a component of ATD.

3. Organization. The UJTL is organized into four separate LOW. Each task is individually indexed to reflect its placement in this structure, and coded as follows: Strategic level - National tasks (prefix SN), Strategic level - Theater tasks (prefix ST), Operational-level tasks (prefix OP), and Tactical-level tasks (prefix TA). In J/AMETL development, commanders/directors select the tasks that most closely describe what is being performed as determined by mission analysis. Single-digit listings (e.g., SN 1, ST 1, OP 1, and TA 1) are "category headings," designating broad functional task areas. In general, they should not be used in a J/AMETL, as the broad nature of these tasks make relevant mission capability assessment difficult. Two-, three-, four- and five-digit tasks allow for more specificity in creating a J/AMETL, and they should be used to effectively capture the requirements of a mission's specified and implied tasks.

a. Strategic LOW is divided into two sublevels: SN and ST. The strategic-national and strategic-theater provide clarity and focus for task development and execution. At this level, a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic objectives and guidance, and develops and uses national resources to achieve these objectives. The President establishes policy, which the Secretary of Defense translates into national strategic objectives that facilitate theater strategic planning. Combatant commanders usually participate in strategic discussions with the President and Secretary of Defense, Chairman and with allies and coalition members. The combatant command strategy is thus an element that relates to both U.S. national strategy and operational activities within the theater. Military strategy, derived from national strategy and policy and shaped by doctrine, provides a framework for conducting operations. This LOW also describes activities that implement national and multinational military objectives and apply across the DOD and its components, such as defense acquisition, defense logistics, global communications, and space surveillance.

b. The OP LOW links the tactical employment of forces to national and military strategic objectives. The focus at this level is on the design and conduct of operations using operational art - the application of creative imagination by commanders and staffs supported by their skill, knowledge, and experience - to design strategies, campaigns, and major operations and organize and employ military forces. JFCs and component commanders use operational art to determine when, where, and for what purpose major forces will be employed and to influence the adversary's disposition before combat. Operational art governs the deployment of those forces, their commitment to or withdrawal from battle, and the arrangement of battles and major operations to achieve operational and strategic objectives.

c. The TA LOW is where battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. An engagement normally is a short-duration action between opposing forces. Engagements include a wide variety of actions between opposing forces. A battle consists of a set of related engagements. Battles typically last longer than engagements; involve larger forces such as fleets, armies, and air forces; and normally affect the course of a campaign. Forces at this level generally employ various tactics to achieve their military objectives. Tactics are the employment and ordered arrangements of forces in relation to each other.

d. Many legacy tasks in the UJTL structure have related or similar tasks at other LOWs. Duplicates and similar tasks will no longer pass FEA requirements. While there is no direct link between levels of command and LOWs, certain organizations tend to operate at LOWs commensurate with their level of responsibility. Commanders/ directors are not limited to selecting tasks within the LOW in which they operate (e.g., a JTF commander may select an SN level task within his/her JMETL if the action is consistent with the mission). They may select tasks at any LOW, if the action in the task, tailored with conditions and standards for their organization, meets their requirements. Tasks should not be written to show a hierarchical relationship and/or for organizations that do not maintain a JMETL (e.g. Office of the Secretary of Defense). If different actions are being accomplished at different levels of war and being reported on, UJT candidates at each are acceptable (e.g. “Coordinate” at the ST level and “Execute” at the TA level).

4. Service Task Lists. Service task lists are published by each Service. Services will maintain responsibility for management, oversight, and revision of their own task lists. Service task list DBs may be located on the JDEIS Web site. Service task lists should link to the UJTL and provide a common language for cross-referencing Service tasks to joint tasks. Tools supporting these lists must be compatible with the JDEIS and UJTL DBs and used in DRRS and the Enhanced Status of Resources and Training System and JTIMS IAW reference f.

5. Task Linkages. Tasks from the UJTL may be contextually linked to other tasks within and across the LOWs. Vertical linkages may connect related tasks between LOWs, such as strategic national communications linked to tactical communications. Vertical linkages can also be characterized as end-to-end linkages. Horizontal linkages, referred to as parallel linkages, connect different tasks at the same LOW, such as tasks related to tactical communications and tactical maneuvers. The basis for linking these tasks is that in the context of conducting a military operation, tasks that are linked must all be performed to standard and in concert with one another for a military operation to succeed. Horizontal linkages involve the synchronization of a variety of tasks in time and space based on a commander’s concept of operations for a mission and IAW joint doctrine.

a. Vertical linkages cross the echelons of command. Vertical linkages provide the connecting structure among tasks from the UJTL across the strategic, operational, and TA LOWs. Intelligence is an example of a task with vertical linkages across the LOWs. Although the generic elements of strategic, operational, and TA intelligence are similar (e.g., planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback), the tasks and subtasks associated with each level are distinct in terms of objective, scope, and what type of organization is assigned to perform them. At the strategic level,

national means are used to collect, analyze, assess, prepare, and disseminate intelligence to many users, ranging from geographic combatant commands to TA units. Conversely, information and intelligence collected at the TA LOW are passed up by TA commanders through the same chain to the national level where they are collated, analyzed, and assessed to form a worldwide intelligence picture. These vertical relationships, which form an “intelligence system,” are maintained to some degree regardless of the type of military operation being planned or conducted.

b. Horizontal linkages describe the operations concept. A horizontal or parallel linkage is defined in the context of a military operation. That is, when conducting a military operation, different tasks (e.g., intelligence and fires) interact with one another to achieve the effects desired by the commander. The interactions among such tasks may be temporal, informational, or spatial. One way of describing these horizontal linkages is through operations templates.

6. Operations Templates. Operations templates are available on JDEIS. These templates provide a graphic depiction of the relationship between a mission or operation and provide a menu of applicable tasks. In addition, relationships of JCAs to UJTs and operations or missions provide insight into the capabilities required to support these missions. They provide a suggested menu of the activities performed as part of a military operation. They list supported, and in some cases supporting, tasks. The activities represented in an operations template can include tasks performed by the commander and staff, tasks performed by other combatant commands or agencies (e.g., command-linked tasks), and tasks performed by subordinate commands or organizations (e.g., supporting tasks).

#### 7. Linkages Between Joint Operation Planning and Joint Training

a. Joint operation planning provides the foundation for joint training by establishing responsibilities and capability requirements for all elements of a joint or multinational force or agency. Once operational planning is completed, tasks, conditions, and standards are identified/developed IAW the JMETHL development process. The JMETHL becomes the source for reporting readiness as well as development of a joint training program to achieve/ maintain a level of readiness. Figure 1 illustrates a methodology describing a multi-echelon concept of operation and tasks assigned to subordinate commands. (Note: This illustration contains legacy tasks inconsistent with the guidance in this manual and reference b for the development of UJTs).



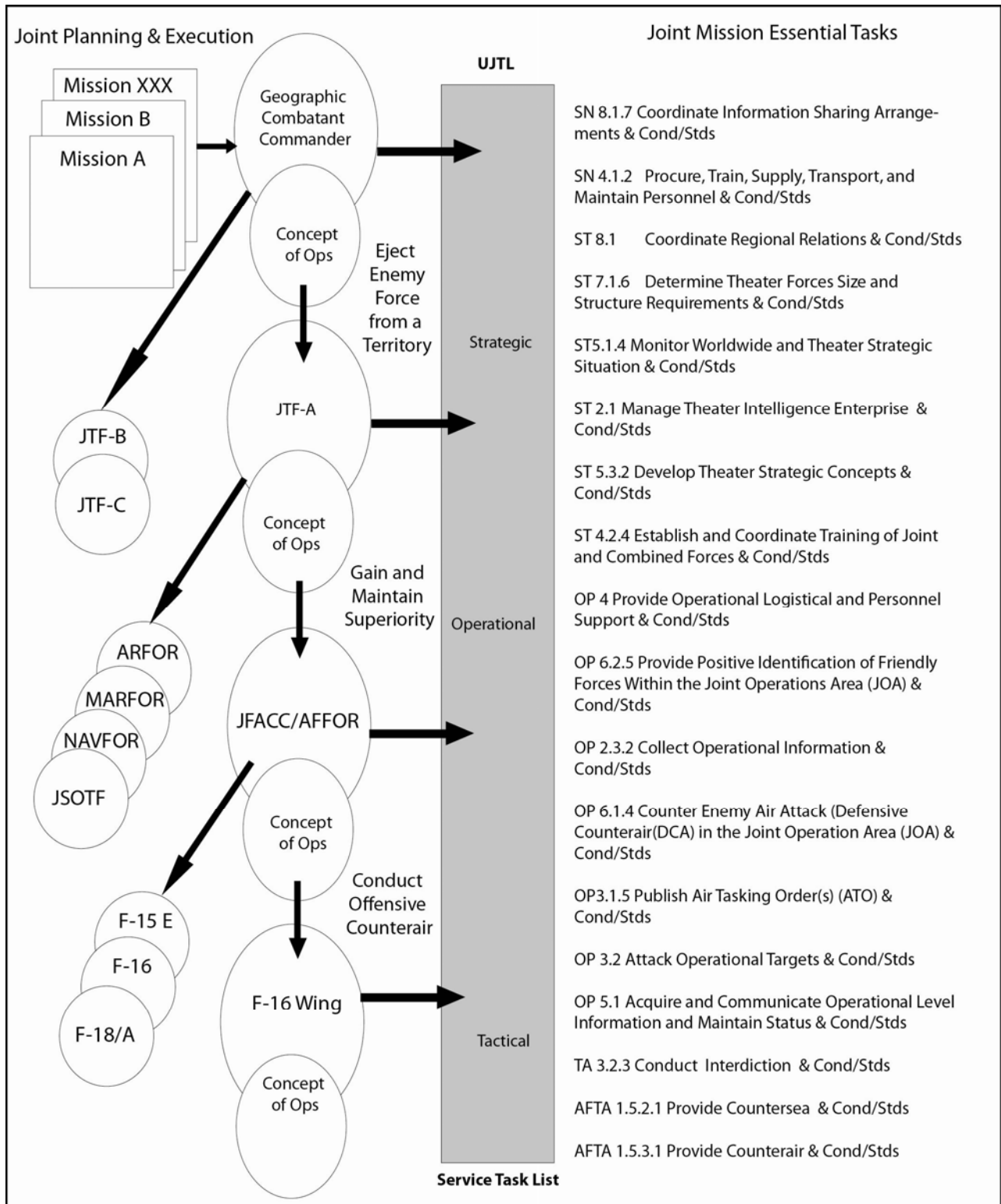


Figure 1. Joint Operation Planning Supports JMET Development

b. Consider the perspective of a JFC assigned a mission by a combatant commander to “eject enemy armed forces from an ally’s territory.” This commander and staff must conduct a mission analysis to identify operations to support the mission, or how the mission will be accomplished. Operation plans are published that specify and imply tasks to be performed by the command, subordinate commands, and supporting commands for operations success. These tasks are used to develop joint mission-essential tasks (JMET) by applying commander’s mission-essentiality criteria and then applying conditions and standards that are based on the Operations Plan/Concept Plan concept of operations. Additionally, supporting and command-linked tasks are identified with their conditions and standards. This methodology produces a J/AMETL that is used as the basis for identifying capabilities-based training.

c. For operations assigned to subordinate commands, analyses must be conducted, in turn, by these commands to determine what tasks (with conditions and standards) must be performed and by whom for operational success. The product of all of these tasks, conditions, and standards from the commander and staff, subordinate commands, and supporting commands is a J/AMETL.

d. The J/AMETL describes mission-required capability that is used to develop joint training requirements by a combatant commander and his staff, his subordinate JFCs, and their subordinate commanders (e.g., component and unit commanders). The J/AMETL is the mission-to-task linkage that is the foundation for the planning, development, execution, and assessment of capabilities-based training. The tasks with conditions and standards provide the basis for deriving training objectives that are used to develop training events. While the number of JMETs for any one command may consist of only a small number of tasks, the total number of JMETs for all commands associated with a combatant commander’s mission may be much larger (as illustrated in Figure 1). The source of all UJTs selected for a J/AMETL is the authoritative online version of the UTDT available on JDEIS.

## APPENDIX B TO ENCLOSURE B

## MEASURES AND STANDARDS

1. Introduction. Commanders/directors and their staffs establish mission-essential task standards to indicate the performance of a given task required to achieve mission objectives. To enable organizational learning and assessment, the measures and scale in the UJTL DB are provided as a guide for commanders/directors and their staffs to establish standards of performance based on their assigned missions, or they may prepare their own. Scale is a generic identifier (e.g. time, percent) that corresponds with the example measure within the UJTL. Once a UJT is selected for an organization's JMETL, criterion (e.g. <2 hours, >90 percent) is applied to the measures (standards) chosen from either the UJT examples provided or written by the organization to indicate the expected performance of a given task. Standards, measures, and criteria provide a common language for JFCs, operations planners, and trainers as they synchronize plans, training, and assessments. They are also useful to analysts and planners for understanding and integrating joint operations.

2. Definition of Standards. Standards are defined as "quantitative or qualitative measures and criteria for specifying the levels of performance of a task." A standard provides a way of expressing the acceptable proficiency that a joint organization or force must perform under a specified set of conditions. A standard consists of one or more measures for a task and a criterion identified for each measure.

a. A measure provides the basis for describing varying levels of joint task performance. A measure is directly related to a task. For example, take the task SN 1.2.6, "Conduct Redeployment," which refers to the redeployment of personnel and equipment from a theater of operation. Measures of performance for this task include the percent of cargo aircraft that leave theater below capacity (with items awaiting transport) and the percent of sealift that leave theater below capacity (with items awaiting transport). Measures consist of a scale and a description/nomenclature.

b. The second parameter of a standard is the criterion. A criterion defines variable levels of performance. It is often expressed as a minimum acceptable level of performance. The combination of the measure and the criterion comprises the standard for a task.

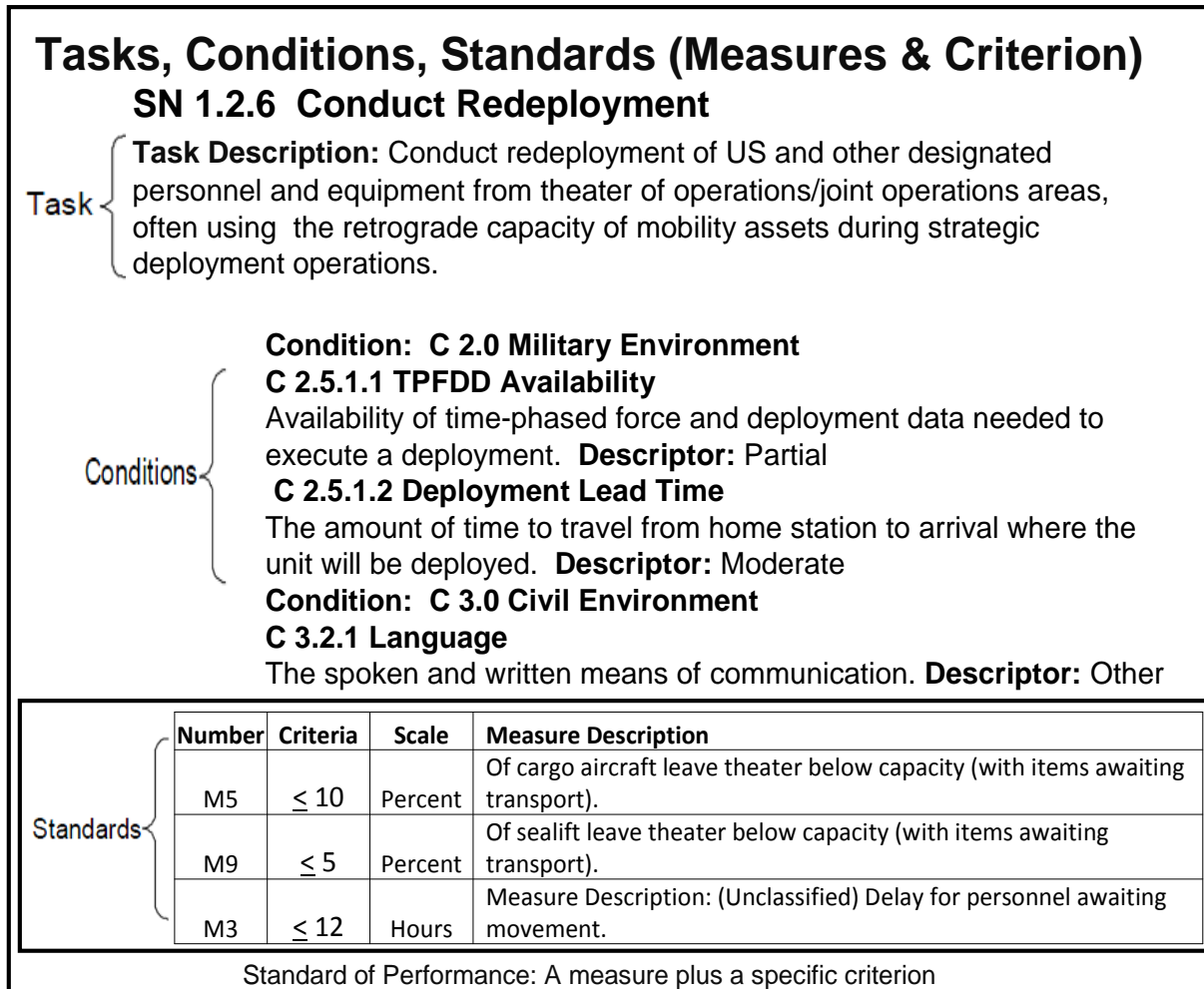


Figure 2. Task, Conditions, and Standards Example

3. Development of Measures and Criteria. The UJTL provides sample measures and criteria, but their use is not mandatory. They may be used, in whole or in part, at the discretion of the commander/agency director. The following guidelines are used to develop and recommend changes to existing task measures. Proposed changes to measures are submitted IAW the task submission process described in enclosure D (OPOC submission using the UTDT).

a. Keep measures simple. A simple measure requires only a single measurement (e.g., hours to develop an operation order). These measures may be the easiest for operators to understand. A more complex measure might involve a ratio (e.g., ratio of enemy targets destroyed to friendly losses). Such complex measures, while attempting to be more meaningful, actually tend to reflect contributions of more than one task (e.g., number of targets destroyed is related to engaging enemy targets while friendly losses are related to protecting friendly forces and systems).

b. Measures and criteria should reflect an understanding of a task. Carefully read the task description to understand the scope of the task and what activities it comprises. Often, cues for possible measures can be found in joint doctrine for a particular task.

c. Measures should reflect how a task contributes to mission success. Measures are selected to establish standards based on the context of a mission. The mission establishes the requirement to perform a task and provides the context for task performance (including the conditions under which a task must be performed). It determines where and when a task must be performed (one or more locations). Finally, it determines the degree to which a task must be performed (implied in the concept of the operation) and provides a way to understand precisely how the performance of a task contributes to mission success.

d. Measures should reflect the key dimensions of task performance. Every task has multiple dimensions of performance that may be observed. The generic scale identified within the UJTL, if the measure is selected within the J/AMETL, will lead a commander to specify an acceptable level of performance for each dimension (criteria). At a minimum, most tasks can be measured in terms of the time required to initiate or to complete a task (i.e., response time), the rate at which progress is being made (e.g., rate of movement), an overall level of completion or success (e.g., percent of targets correctly identified, hit rate), size of deviation (e.g., proximity of fires to target) in terms of power (e.g., engagement range), lethality (e.g., rate of kills given a hit), or success (e.g., percent of messages accurately transmitted). Key dimensions of task performance should be found in the commander's guidance and concept of operations and may also be found in plans, orders, SOPs, etc.

e. Measures should be developed that distinguish among multiple levels of performance (as opposed to a binary Yes/No measure). This can be accomplished most easily using either an absolute numerical scale (e.g., applicable to number, time, or distance) or a relative scale (e.g., proportion of number, time, or distance). This allows measuring and establishing trends, which binary measures do not. If binary Yes/No criteria must be used, the measure will be written as a question.

f. Measures should focus on the outputs, results of performance, or on the process to achieve the task. In identifying dimensions of task performance, focus on the outputs or results of performance and, in selected cases, the process followed (e.g., number or percentage of sub-steps performed correctly or in the correct sequence). The dimensions of task performance should not be peculiar to a specific means for performing a task; rather, they should apply to all means that can be employed to perform a task (e.g., "Number of targets destroyed," vs. "Number of targets destroyed from the air.")

g. Candidate tasks are not limited on the number of measures; however, it is recommended that tasks contain no more than ten and that at least three be submitted to provide samples of task performance.

4. Setting Standards. The standard for a JMET is set within the framework of the organization's mission and in the context of the conditions, either most likely or worst case, that are linked to those missions. Thus, the standard(s) for a joint task can only be set when (1) the mission analysis is complete, (2) the conditions affecting the task have been identified and described, and (3) measures and criteria have been selected or developed that reflect the task contribution to mission accomplishment. This means that standards are tied to missions. Just because a joint task has a particular standard on one mission does not mean that the same standard will apply to other missions.

a. Each joint task has a standard with one or more measures. A standard can be set using any measure(s) that apply to a task. In some situations, one measure may be sufficient. However, in most situations, a commander may have to specify a standard using more than one measure to fully define a required level of performance.

b. A standard for a single joint task does not normally have to be met by a single joint force component. In many cases in joint operations, several elements of the force (system types, component commands, and coalition members) will be assigned responsibility for a joint task. Therefore, the assessment of performance will often reflect the aggregated capabilities of multiple force elements.

c. Joint task standards reflect the joint commander's understanding of required capabilities based on his or her assigned missions (and the associated concept of operations) and the conditions likely to be experienced in carrying out that mission. Joint task standards also should be established with cognizance of friendly force capabilities (i.e., do not expect a division to be as capable as a corps; a single ship to be as effective as a carrier battle group).

d. Joint task standards should be traceable across levels of command. A commander who has established task standards based on an analysis of assigned missions must assume some level of performance for organizations performing command-linked and supporting tasks. For example, in a strategic deployment mission, assume that a JFC has a command-linked task (i.e., needs support from outside the command) for moving forces to the theater. Once the functional combatant commander accepts the tasks, the JFC is requested to execute a command-linked task to provide required information to the functional combatant commander. Also, a component command of the functional combatant command must meet a performance standard on a supporting task. As a result, when each of these commands establishes its

task standards for a mission, it must be aware of the relationship between its own task performance and that of the command(s) with whom it operates.

5. Organization of Measures. The measures for each UJT are listed under that task and are numbered sequentially beginning with M1, M2, etc. Some tasks may have only a few measures (e.g. SN 2.1.5 with two) while other legacy tasks may have many (e.g. OP 5.6.5 with 47). Measures are not listed in order of precedence or importance. Measures should not be prioritized or dependent on one another for mission success. Measures should not be hierarchical (e.g., measure 1 has to be determined before measure 2) or process-oriented (if outcome of measure 1 is true/false then measure 2). Commanders/Directors always have the authority to designate hierarchical or process-oriented structures for measures they choose for their particular tasks. The sample measures in the UJTL are intended to be adapted for each particular organization's specific needs.

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## ENCLOSURE C

## JOINT CONDITIONS

1. Purpose. This enclosure is the reference for the physical, military, and civil conditions that can be used to describe the operational context for selected mission tasks. The menu of conditions is available on the JDEIS UJTL portal (NIPRNET & SIPRNET).

2. Introduction. Conditions are used in the J/AMETL development process to express variables of the environment that affect task performance. Conditions are applied to specific tasks and not overall missions because conditions may affect tasks differently within the context of a mission. Conditions that are relevant affect performance of the task. If the condition does not affect how to train, organize, or equip to perform a task it is not relevant and should not be used. (For example, the political environment may limit the target sets that in turn affect the ordnance and delivery systems required. The terrain may limit the type of combat units that can operate in the designated area. A special operations forces operation requires special training). Conditions used in a MET help establish the training environment for joint training events.

3. Development of Conditions. The following guidelines that were used to develop the conditions in the UJTL should be used to develop proposed changes and additions to the conditions listed. All recommended changes should be forwarded to the JS J-7 UC IAW Enclosure D.

a. Conditions are factors of the immediate environment. Conditions used in a MET are aspects of the environment immediately surrounding the performance of a task.

b. Conditions used in a MET should directly affect task performance. A condition must directly affect the ease or difficulty of performing at least one task.

c. Conditions should not be a related task. Task performance may be constrained or enabled by the level of performance of a related task; however, related tasks are not treated as conditions because they do not directly affect performance of the specific task.

d. Each condition should have a unique, understandable name. Each condition should have a name that distinguishes it from every other condition and from every task.

e. Conditions may apply to all LOWs and all types of tasks. Some conditions may seem to apply to a particular LOW or a particular type of task (joint vs. Service), but they are, in fact, generic.

f. Conditions will be placed logically in the conditions list structure (Figure 3). Each condition should be placed under either the physical environment (land, sea, air, space and cyberspace), the military environment (mission, forces, C2, communication system -related, intelligence-related, movement-related, firepower-related, protection-related, sustainment-related, threat-related, or conflict), or the civil environment (political, cultural, and economic).

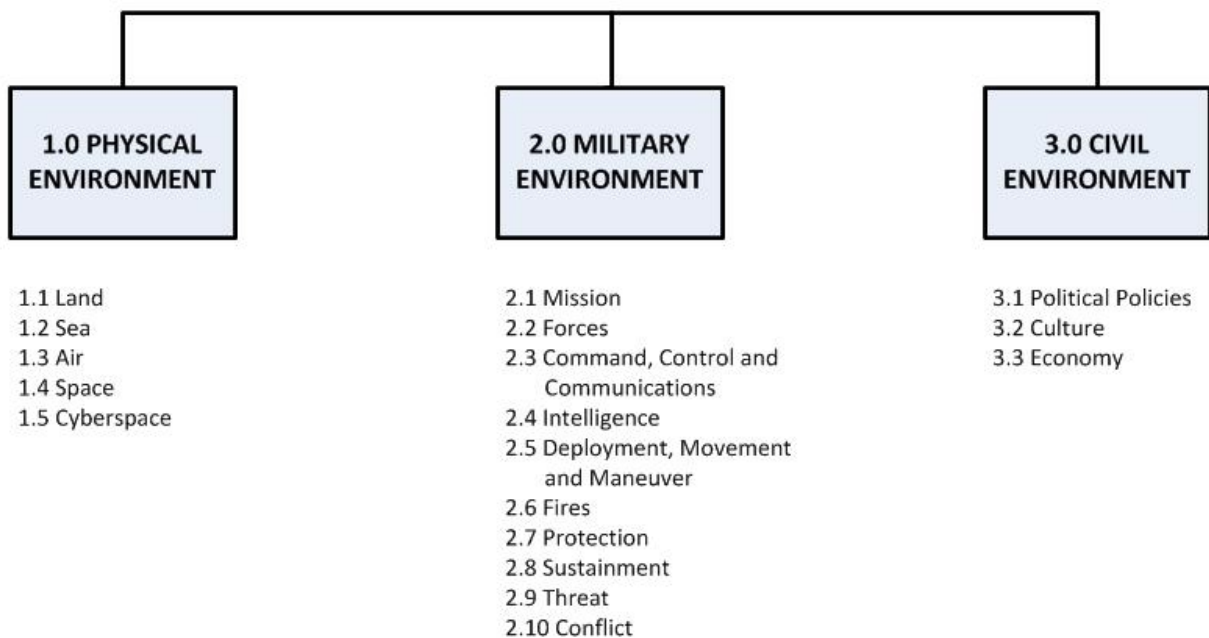


Figure 3. Organization of Conditions

g. Descriptors for each condition are divided into three or more distinct categories. Categories have been developed for each condition that distinguish among several levels at which the condition may be experienced and are based, whenever possible, on objective, quantitative criteria. There is no scale of difficulty implied in the conditions list. The degree of difficulty for a given task depends on the condition.

h. Conditions and descriptors should be written to be compatible with task/conditions/standards framework. Conditions are expressed within the framework of the phrase, “perform this task under conditions of...” Therefore, each condition and condition descriptor phrase should fit within this framework.

4. Organization of Conditions List. Conditions are organized (see Figure 3) into three broad categories: Physical, military, and civil. These conditions support any framework for describing the projected operating environment. Beneath each category, a number of related conditions are organized. For example, conditions that are organized under the physical environment include land, sea, air, space, and cyberspace. Each condition contained is briefly defined and is assigned a unique reference code beginning with the letter "C." In addition, for each condition, several descriptors are provided that allow a user to specify how the condition is likely to exist in a particular mission or scenario. For example, for the condition C 1.3.1, "Climate," descriptors allow the user to specify whether the climate is tropical, temperate, arctic, or arid. If climate does not affect how an organization trains, organizes, or equips itself to perform a selected task the condition is not valid and is not part of the J/AMETL.

5. Submission of Conditions. Suggestions for new or modified conditions may be submitted by the OPOC to the JS J-7 UJTL Program Manager (PM) via memorandum. The JS will staff new or modified conditions to the UDC as necessary.

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## ENCLOSURE D

## UNIVERSAL JOINT TASK DEVELOPMENT AND SUBMISSION PROCESS

1. Universal Joint Task Development Process. The UJT development process described in this manual is designed to be responsive to requests from the UDC for both routine changes and urgent requests, which are handled on a case-by-case basis by the JS. The UTDT is a dynamic web based program, and IAW reference b, is the primary staffing mechanism to propose, coordinate, analyze, approve, and publish all candidate tasks and change requests to the UJTL. The UTDT is available to all users with SIPRNET access.

2. Task Development Guidelines. UJTs are single actions and only include the “what” of the task. Use of multiple verbs denotes multiple tasks, thereby making it difficult to assess task performance in terms of readiness reporting and joint training assessments. The use of words such as “by,” “through,” or “during,” usually lead to describing the “how” of the task (e.g., how a task is to be performed as opposed to what is to be performed). How a task is to be performed resides in doctrine, concept of operation, standard operating procedures, etc. (often found in the task references) and can, to a certain extent, also be described in the conditions and measures portion of a mission-essential, command-linked, or supporting task.

a. UJTs are assigned to provide military capabilities required by authoritative national-level guidance, directives, policy, and doctrine. A joint task shall have a basis in and be referenced to joint doctrine that is contained in a joint publication or an approved joint concept. Acceptable references to establish UJTs include joint doctrinal publications, approved joint concepts, Chairman’s instructions and manuals, other JS guides, instructions, manuals, and notices, and DOD directives, manuals and instructions. Joint doctrine identifies “how” a UJT is performed and should provide enough definition of the activity to contribute to the development of a task description. Joint concepts may identify “how” a UJT is performed based on the nature of the concept (i.e. problem, scope, solution proposed, etc.). References that are not appropriate include draft joint publications, federal law, rescinded or superseded publications, the Unified Command Plan, concepts of operation, memoranda of agreement, Federal Acquisition Regulations, etc. TA tasks can list multi-Service doctrine, Air Land Sea Application Center developed multi-Service tactics, techniques, and procedures, Service Manuals, and Service Task Lists as references. In exceptional cases, the JS J-7 will determine applicability of the references.

b. Tasks and task descriptions shall not specify the means to accomplish the task. Tasks contained in the UJTL shall avoid specifying particular ways and means (e.g., type of unit, organization, or system) involved in task performance. UJTs describe “what” must be executed to achieve a capability. The linkage within each UJT to the appropriate doctrine or concept will detail the “ways and means” for task execution.

c. UJTs should detail organizational activities not operations. The UJTL incorporates and documents joint tasks that enable execution of a joint capability required for a military operation and avoids including terms that refer to more global activities such as operations. A UJT should only contain and describe one universal action. A military operation, like conducting a blockade or conducting an amphibious assault, is significantly broader than a task and requires the application of many capabilities in time, space, and purpose, and therefore should not be included in the task list. The operational templates should be employed to structure tasks to define operations.

d. Joint tasks within the UJTL shall not be organized to describe a sequence or a process. Task lists are not organized as a dynamic representation of the sequence and interactions among tasks as they are performed in the context for execution of a military operation. Tasks in the UJTL are grouped by function. The set of joint tasks that detail the activities necessary to provide a joint capability are a function of mission, enemy, terrain and weather, troops and support, and time available, not the result of a hierarchical procedural ranking within the UJTL.

e. A task title and description shall not include conditions. The joint task list focuses on the activities performed by military units, organizations, and systems. Sometimes in the process of defining a task there is a tendency to include conditions to amplify or clarify the task description. Ensuring that conditions are not included in task descriptions will provide universal tasks that are applicable to a wider variety of JCAs, potential military operations, and areas of responsibility/joint operations areas where operations might be conducted.

f. Tasks should be placed at appropriate LOWs. Not all tasks should be included at all LOWs because they do not actually take place at all LOWs. For example, inter-theater deployment of forces occurs primarily at the strategic LOW and therefore, should not be included at the operational or tactical levels. On the other hand, the task of occupying a combat area may be considered primarily tactical. Some tasks may, however, be performed at more than one LOW. The LOW of an activity is determined by the nature of the activity itself and by the context in which it occurs. For example, the decision to employ nuclear weapons and associated planning will be strategic (SN/ST) in almost all instances, but actual delivery will include “tactical” level tasks to execute the purpose and intent in the commander’s concept of operations. In many

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cases, the LOW for a task may be determined by relating it to the command level at which it will be accomplished. Tasks should not be exact duplicates at various levels of war unless distinctively different (e.g. Plans vs. Executes).

g. A new task proposal will use, to the greatest extent possible, the previously approved joint doctrine terminology, and/or that contained in, or promulgated in reference g. When new acronyms and/or terms are incorporated with a submittal, the acronym will be spelled out completely, and new terms will be submitted with appropriate definitions for inclusion in reference f. Acronyms or abbreviations must be spelled out upon the first occurrence of their use in the task title, task description, task note/background and task measures.

3. Universal Joint Task Formats. Formatting and performing OPOC FEA on UJT candidates prior to submission is crucial to the approval process. Inconsistencies and incorrect formatting will delay, and quite possibly stop, the approval process of a candidate task. The checklist at Appendix B of this enclosure can be used to assist the OPOC in ensuring candidate tasks are ready for submission.

a. The hierarchical placement of a candidate UJT is critical. Incorrect placement will delay the approval process for the candidate task.

b. Acronyms or abbreviations must be spelled out upon the first occurrence of their use in every field (task title, task description, task note/background and task measures).

c. A candidate task's numerical placement shall be determined by first deciding within which LOW the task should reside. While there is no direct link between levels of command and LOWs, certain commands tend to operate at LOWs commensurate with their level of responsibility. With that statement the following generally apply:

(1) SN and ST tasks are derived from global and theater war plans to achieve national objectives. They determine the use of national resources based on national/military objectives and guidance.

(2) OP tasks generally apply to commands operating where campaigns and major operations are planned or conducted to accomplish strategic objectives within a theater or in a joint operations area (JOA).

(3) TA tasks normally take place in a battlespace where engagements are executed.

(4) Determining the numerical hierarchical value is accomplished by first associating the candidate task with the appropriate primary task. The primary task is that single digit task, such as SN 1, “Conduct Strategic Deployment and Redeployment,” OP 1, “Conduct Operational Movement and Maneuvers,” or TA 1, “Deploy/Conduct Maneuver.” Further evaluation will be required to find the correct placement with the LOW.

(5) The title of the candidate task assists in determining the hierarchical placement of the task within the UJTL (i.e., “SN 4 Provide Sustainment,” “ST 4 Sustain Theater Forces,” “OP 3.1.3 Develop Operational Targets,” and “TA 5 Exercise Command and Control”). The title shall be clear and concise with one verb and one object of the verb per task. Table 1 contains a list of sample verbs that can serve as a guideline for candidate task development. The title shall contain the recommended task placement (LOW: SN, ST, OP, or TA). Note: The OPOC will check the UJTL prior to task submission for duplicate and similar tasks. When duplicate LOW entries occur with different descriptions, the UC will contact the affected commands and initiate collaboration to resolve identical LOW placements.

## Suggested Verbs by Level of War

Strategic National	Strategic Theater	Operational	Tactical
Advise	Conduct	Arrange	Accomplish
Advocate	Control	Conduct	Acquire
Conduct	Coordinate	Coordinate	Carry-out
Control	Develop	Design	Conduct
Coordinate	Direct	Determine	Coordinate
Design	Harmonize	Develop	Employ
Direct	Influence	Employ	Execute
Manage	Monitor	Incorporate	Operate
Organize	Organize	Integrate	Perform
Plan	Propose	Plan	Plan
Provide	Plan	Provide	Provide
Synchronize	Synchronize		
Determine			

Table 1. Suggested Verbs by LOW

(6) The body of text that follows the task title is identified as the description. The description should be limited to three to five sentences and provide a clear, concise definition of the task.

(7) A note/background (when applicable) is based on joint doctrine and is used to amplify the description or provide more clarity. Notes are placed at the end of the body of the description and start on a new line. The note/background may not be directive; however, use of verbiage that is not prescriptive (e.g. “This task may include”) is acceptable.



(8) Where applicable, UJTs are referenced to joint publications that provide additional information on the task and explain how the task is accomplished. Additional references that do not describe “how” a task is performed (e.g. just reference the term) add no value to the UJT or the end user who must research the doctrine referenced for more information.

(9) All UJTs must contain representative sample measures (See Figure D-2). Acronyms or abbreviations must be spelled out upon the first occurrence of their use. Measures are defined by commander’s guidance, as well as associated joint doctrine and other supporting documents, and allow users to determine if they have accomplished the task. The representative sample measures listed with a UJT can be used with the associated tasks or provide planners with viable alternatives derived from other tasks. Commander’s guidance will determine which measures will be used and the criteria standards to be applied.

(10) Each measure of a UJT contains a generic scale. Each measure criteria reflects a key dimension of task performance and can be measured in time (response time), rate (rate of movement), level of completion (percent), size of deviation (proximity of fires to target), power (engagement range), lethality (rate of kills), and success (percent of messages accurately sent). Simple measures contain a single measurement. Complex measures may involve contributions of more than one task and should not be used. Measures are quantifiable, based on either an absolute criterion (the number of occurrences, or an amount of time) or a relative criterion (a compared value to the total, expressed as a portion or a percent complete). Measures and criteria reflect how a task contributes to mission success. They are focused on performance with an output result, which can provide a measure of readiness/capability. (See Figure 2, “Tasks, Conditions, and Standards Example”)

Number	Criterion	Scale	Measure Description
M1	$\geq 95$	Percent	Of CBRN capable weapons that are detected
M2	$\leq 5$	Minutes	To send/receive messages
M3	5	Instances	Of initiating community action projects

Table 2. Examples of Measures

4. Universal Joint Task Submission Process. The UJT development and change request process involves approving a new task (candidate), revising an existing task (change request), or deleting a task (change request). This UJT submission process is accomplished using the UTDT. The UTDT is the primary and required tool to propose, analyze, and approve change requests. The JS Action Process (JSAP) is only used to obtain official task approval by the DJS once the task has been fully staffed within the UTDT. The steps are described below and depicted in Figure 4, UJT Submission Process.

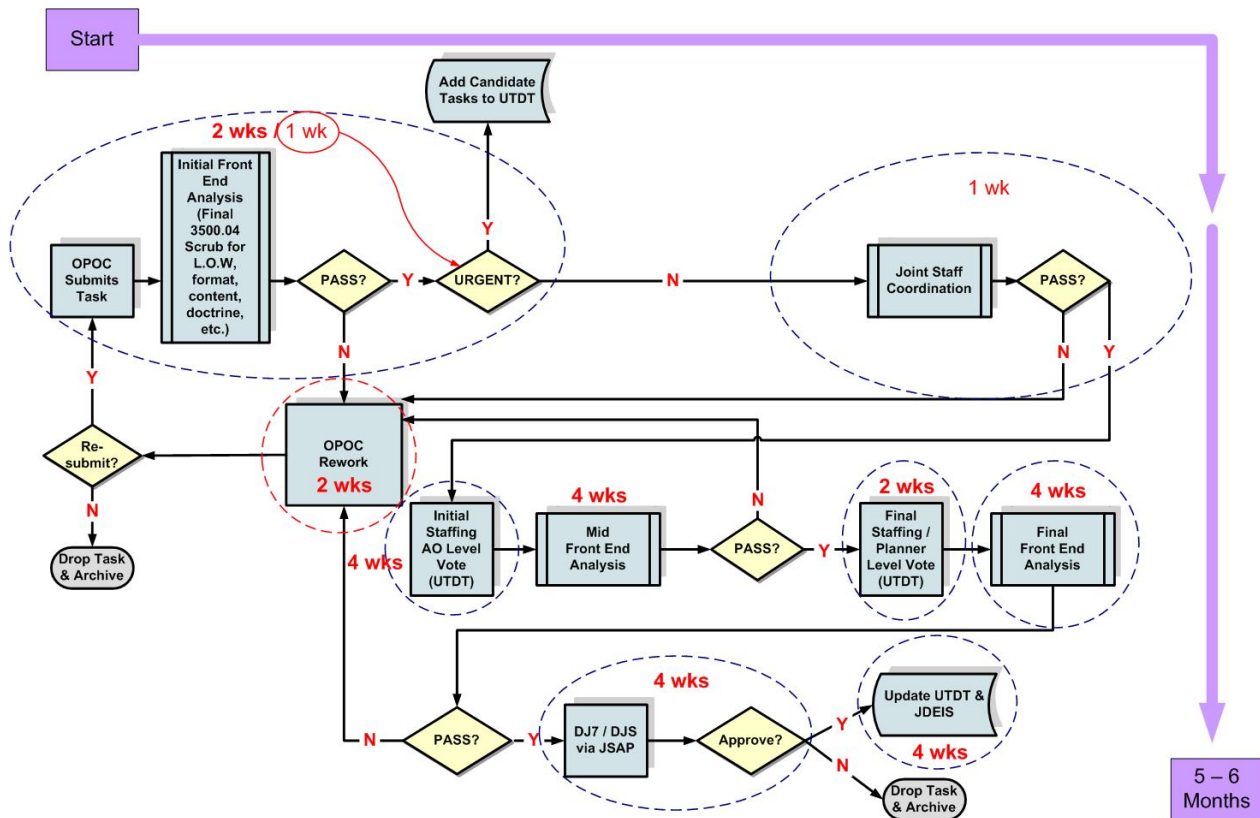


Figure 4. UJT Submission Process

a. OPOC Submits Task and Initial FEA (Figure 5). OPOCs are critical to the UJT Submission Process. They act as the single access point in the command for submission of UJTs and the conduit for responses back to the JS in the UTDT. They are responsible for ensuring task submissions follow guidance in this manual and reference b.

(1) Candidate UJTs are submitted using the UTDT by an OPOC designated by a combatant command, Service, or CSA. UJT changes should meet all the criteria and follow the format guidelines found in paragraphs 2 and 3. The OPOC FEA Checklist at Appendix B provides a step-by-step list of key items to review prior to submitting a task in the UTDT. Tasks inconsistent with the FEA Checklist will be sent back to the OPOC for rework. The OPOC may submit a new task, propose modifying an existing task, or propose deleting an existing task. Prior to taking any action, the submitting organization should review the existing UJTL to determine whether the submission will be a new task, an existing task needing modification or if an existing task is obsolete requiring deletion from the UJTL. During this task submission, the respective OPOC identifies joint publication and other appropriate references that provide a doctrinal explanation of “how” a task should be done using approved joint doctrine terminology supporting the submitted task. OPOCs will also determine if a candidate task requires urgent or routine priority for processing.

(2) ATD may be present with the selected tasks in the UTDT. Inclusion of ATD text is performed during UTDT staffing where task text is edited and configured for UTDT processing. This action allows the Command OPOCs to process the tasks and ATD sequentially. Note: ATDs are not authoritative, and are not required to be included in submission of UJTs. ATD should include information relevant to the task but should not duplicate information already available in doctrine, governing directives, etc.

(3) Initial FEA. As shown in Figure 5 below, Initial FEA is conducted by the JS J-7 designated UC(s) to ensure that the candidate task meets basic submission requirements and conforms to the criteria and follows the format guidelines found in paragraphs 2 and 3. The UC checks the candidate task's Task Number and LOW to ensure they are appropriate and do not already exist in the UJTL. The UC reviews the candidate task to ensure it is indeed a "universal" joint task and not specific to any one organization. The UC ensures the candidate task cites the proper doctrinal references that support the task.

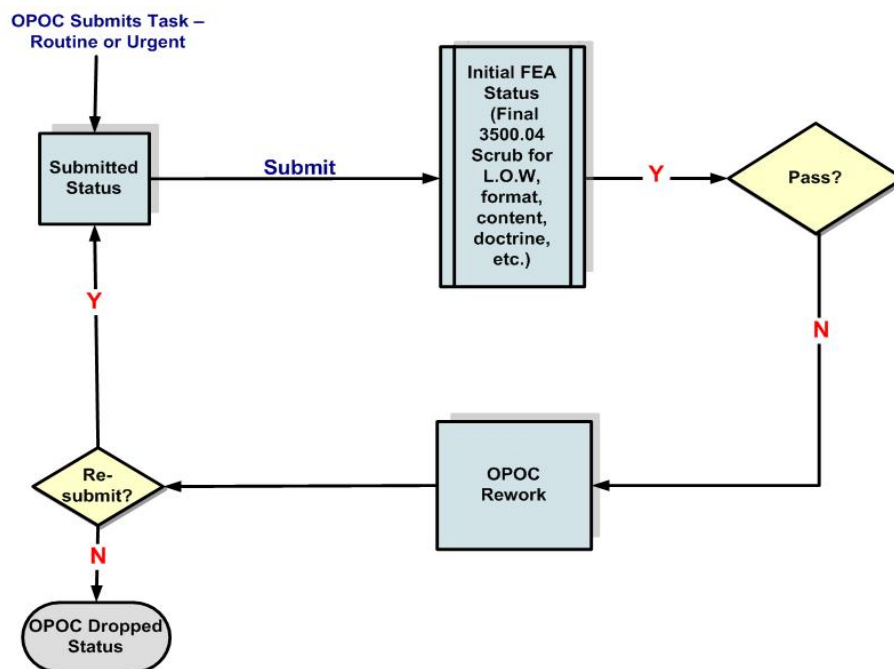


Figure 5. Submission and Initial FEA

If the UC's analysis determines that the candidate task is acceptable, then the task continues on to JS coordination for final review prior to action officer (AO)-level voting. If the UC determines that the candidate task requires correction, the candidate task is returned to the OPOC for additional evaluation and analysis. The result will be task resubmission or elimination. OPOC rework will be completed within two weeks, or the task will be OPOC dropped.

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b. Initial FEA Complete (Figure 6). If the candidate task does not require further development, the J-7 PM sends it to the UC for JS coordination. If the candidate task is required for readiness reporting in DRRS, it will be designated as 'Urgent' and entered into the Urgent Task Submission Process. Urgent tasks are those without which a command or agency cannot adequately report their readiness. If the candidate task requires additional development, the J-7 PM will request the task be returned for OPOC rework.

J7 PM decides whether task from DRRS is urgent. If urgent, UC creates and J7 PM publishes duplicate task as Candidate Task in approved DB.

Original task is processed normally.

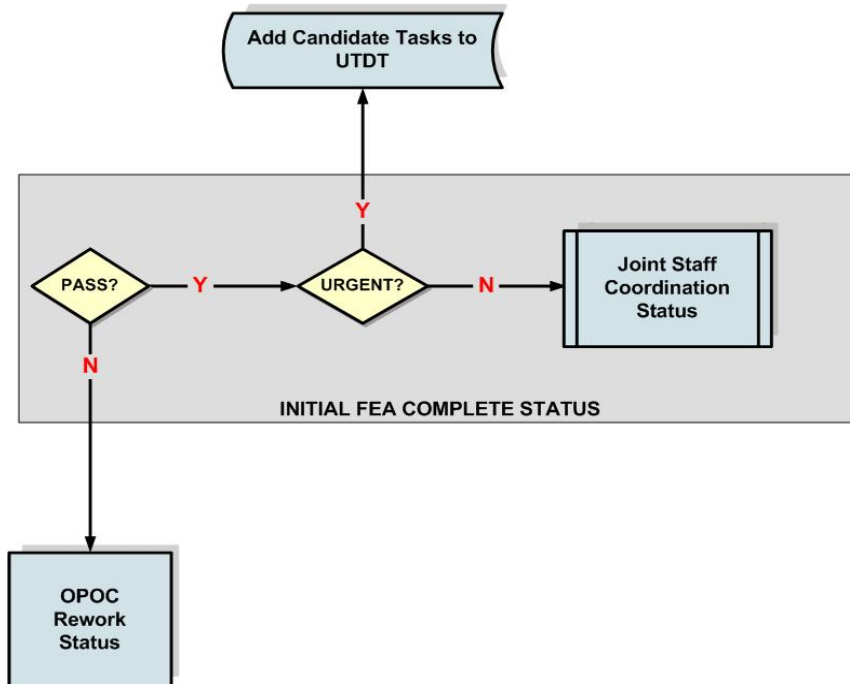


Figure 6. Initial FEA Complete

(1) Urgent Task Submission Process. The urgent task submission process places a candidate task in a temporary status in the approved UJTL DB in order to permit the task to be available for readiness reporting by the respective submitting command, agency, or organization. Although the candidate task becomes available for readiness reporting in DRRS, it continues through the normal UJT submission process. JS J-7 Director (DJ-7) designates candidate task submissions required for readiness reporting as “urgent proposed” requests.

(2) Following Initial FEA completion, the J-7 PM validates the urgent proposed UJT submission and then forwards the task(s) to DJ-7 for approval. Upon approval the task will be entered into the UTDT as a “candidate” task and will be available in JTIMS and DRRS. When initially entered into the UJTL DB, the “candidate” task will be followed by “(URGENT PROPOSED TASK)” after the Task Number/Title. Upon DJS approval, at the completion of the submission

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process, the task will be updated to reflect the staffing action and the “urgent” designation will be removed.

c. JS Coordination and AO Vote (Figure 7)

(1) The J-7 UJTL PM and the UC conduct a final review on the candidate task(s) in preparation for AO voting in the UTDT voting module. The J-7 UC conducts JS coordination/FEA on the candidate task and forwards the task to the PM and ultimately AO coordination. Additional JS consideration and analysis may result in a decision to drop the task prior to AO coordination.

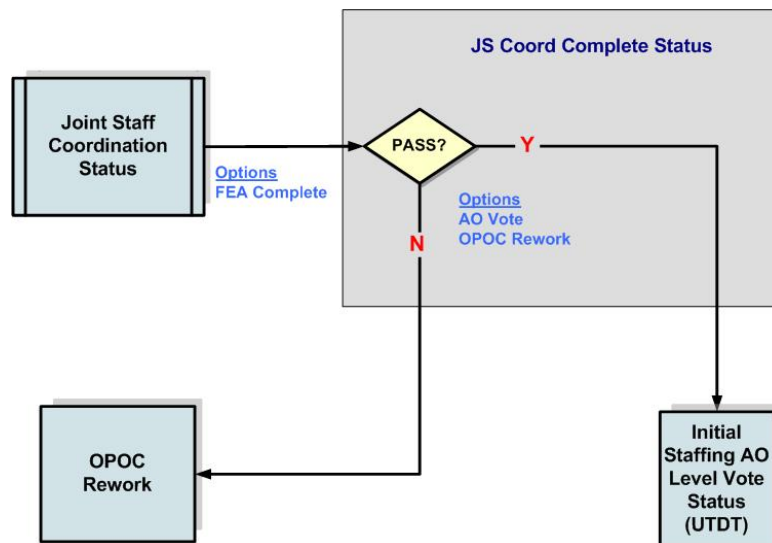


Figure 7. JS Coordination and AO Vote

(2) The initial vote on the candidate task is conducted using the UTDT voting module. OPOCs are responsible for collecting and entering comments from AOs within their respective commands. These comments will accompany the organizational vote of concurrence or non-concurrence and be entered into the UTDT voting module for submission to the J-7 PM. Nonauthoritative elements of tasks are not subject to nonconcurs (critical comments) by the community during adjudication. The J-7 PM closes voting in the voting module and moves the candidate task to Mid FEA once all organizations have voted.

d. Mid-level FEA, Adjudication, Mid-level FEA Complete, and Planner Level Vote (Figure 8)

(1) Mid-Level FEA. The J-7 UC conducts additional FEA on the candidate task. At the completion of Mid FEA, the UC forwards the candidate task to the J-7 PM.

(2) Following FEA, comments received from the UDC as a result of the AO level vote are adjudicated and the final vote is prepared.

(3) Mid-Level FEA Complete. The J-7 PM will address critical or major comments during this analysis. If the candidate task is determined to be acceptable it moves on to Planner-level voting. If as the result of the AO voting, candidate tasks(s) appear to possess major issues or concerns, they may be moved back into OPOC rework.

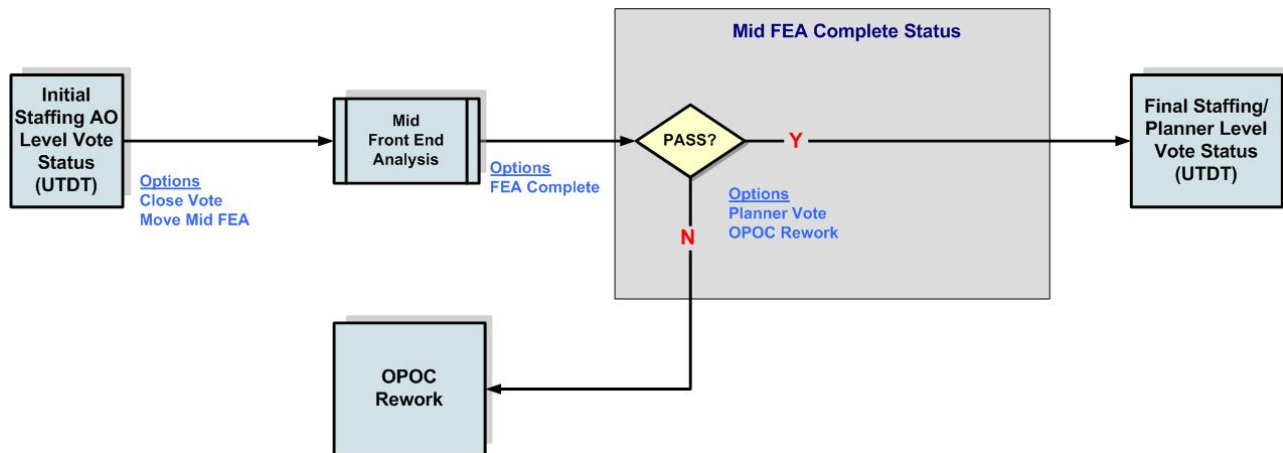


Figure 8. Mid FEA, Mid FEA Complete, and Planner Vote

e. Planner-Level Vote. The planner is a military O-6 or civilian equivalent in a position to respond authoritatively for their respective command, Service, or agency. The appearance of the planner name in the UTDT vote will count as planner-level staffing. The planner-level staffing is considered the final vote prior to the DJ-7 review and the DJS approval. The final vote on the candidate task is conducted by use of the UTDT voting module. OPOCs are responsible for collecting and entering comments into the UTDT voting module and securing organizational vote concurrence or non-concurrence from planners in their respective commands for submission to the J-7 PM. The J-7 PM will close voting in the voting module and voting closure will move the candidate task to Final FEA.

f. Final FEA, Adjudication, Final FEA Complete, JSAP, and Approval (Figure 9)

(1) The J-7 UC conducts Final FEA on the candidate task. Final FEA is conducted as a review and final check to ensure the candidate task is ready for DJ-7 review and DJS approval. At the completion of Final FEA, the UC forwards the candidate task to the J-7 PM.

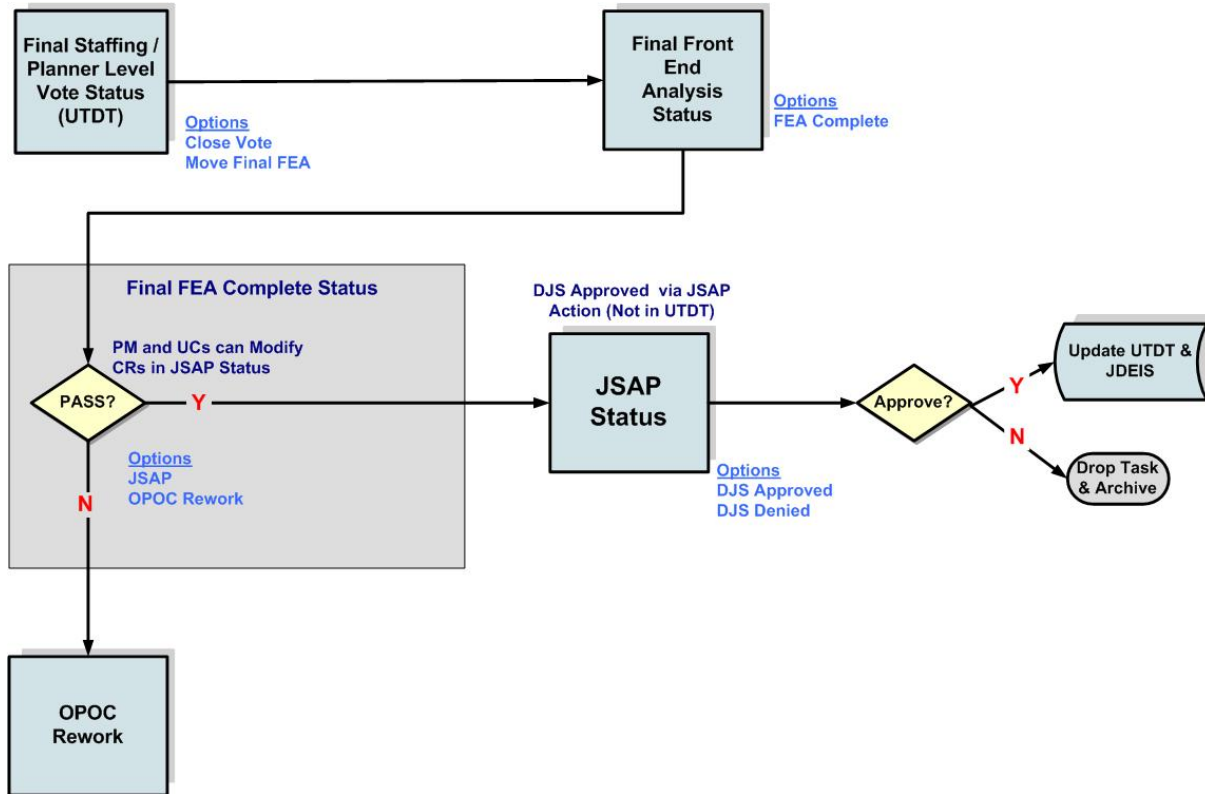


Figure 9. Final FEA, Final FEA Complete, JSAP, and Approval

(2) The results from the planner staffing will be adjudicated during Final FEA complete. Per reference k, any critical or major comments from the planner-level voting that are the basis for a non-concurrence on the candidate task by the submitting organization, require the approval of a voting organization general/flag officer, or civilian equivalent, and should be accompanied by specific objections and supporting rationale. Major comments do not require general/flag officer, or civilian equivalent approval unless the major comment is a ‘non-concur’. The J-7 PM will attempt to resolve critical or major ‘non-concur’ votes. If no agreement can be reached, then the candidate task(s) will be placed into OPOC Rework for revision and resubmission back through the submission process. Once the candidate task is determined to be acceptable it moves on to DJS Approval.

(3) DJ-7/DJS via JSAP. The J-7 PM will prepare a JSAP containing candidate tasks for submission to the DJ-7 and DJS. The DJ-7 will review the candidate tasks from the UTDT and submit to the DJS for approval. DJS-approved candidate tasks will be added to the approved UTDT. DJS-denied candidate tasks will cease processing and be moved to archive status.

g. Update UTDT and JDEIS UJTL portal. The master copy of UJTs is maintained in the UTDT and kept current and available on JDEIS at all times. The UTDT will be updated upon DJS approval of changes IAW reference k. The

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UDC will normally be notified via email when task changes are approved and entered into the UJTL DB.



## APPENDIX A TO ENCLOSURE D

## UNIVERSAL JOINT TASK SUBMISSION AND APPROVAL CHECKLIST

*This checklist lists the steps of preparing, submitting, staffing, and approving candidate tasks for addition to the Universal Joint Task List (UJTL) authoritative database in the UJTL Task Development Tool (UTDT) available via JDEIS. Detailed explanations and diagrams of each step are found in Enclosure D of this manual. Note: All steps in this process are accomplished through the UTDT, with the exception of Director, Joint Staff task approval.*

1. UJTL Development Community (UDC) identifies need for a candidate task (new task or revision of an existing task)
2. Candidate task developed IAW the guidelines in CJCSI 3500.02, "Universal Joint Task List (UJTL) Policy and Guidance for the Armed Forces of the United States," and CJCSM 3500.04, "Universal Joint Task Manual"
3. Organizational Point of Contact (OPOC) ensures candidate task conforms to UJT development standards using Front End Analysis (FEA) checklist in CJCSM 3500.04
4. OPOC submits candidate task in UTDT to Joint Staff (JS) J-7 UJTL Coordinator (UC)
  - OPOC may request designation of candidate task as an urgent proposed task to support designation as Mission-Essential Task and reporting in the Defense Readiness and Reporting System (DRRS)
5. JS J-7 UC conducts initial FEA
6. Initial FEA complete
  - Candidate task submission accepted by JS J-7 Program Manager (PM) → Staffed to UDC for Action Officer (AO) level voting
  - Candidate task submission not accepted by JS J-7 PM → Return to OPOC for rework (Rework must be completed within two weeks or task will be OPOC dropped)
  - Urgent proposed task requests reviewed by JS J-7 PM for approval
  - Validated urgent proposed task requests forwarded to JS Director J-7 for approval; once approved entered in UTDT as an "urgent proposed task" and is available for Mission-Essential Task List (METL) and reporting in DRRS
7. UDC AO level voting in UTDT

8. JS J-7 UC mid-level FEA (adjudication) of AO level voting
9. Mid-level FEA complete
  - Candidate task submission accepted → Staffed to UDC for planner level voting
  - Candidate task submission not accepted → Return to OPOC for rework (Rework must be completed within two weeks or task will be OPOC dropped)
10. UDC planner (O-6 and above) level voting in UTDT
11. JS J-7 UC final FEA (adjudication) of planner level voting
  - Accepted → JSAP prepared for Director Joint Staff (DJS) task approval
  - Not accepted → Return to OPOC for rework (Rework must be completed within two weeks or task will be OPOC dropped)
12. DJS JSAP review
  - Approved → Task added to authoritative UTDT database available via JDEIS
  - Not approved → Candidate task dropped and archived

## APPENDIX B TO ENCLOSURE D

ORGANIZATIONAL POINT OF CONTACT  
FRONT END ANALYSIS CHECKLIST

*This checklist is for OPOC use in preparing candidate tasks for submission. All checklist items must be “Yes” prior to submitting a candidate or change request within UTDT to conform to UJT Development Standards.*

**General**

- Yes / No The task is Joint. A joint task is an action or process accomplished by a joint organization, under joint command and control, and is based on joint doctrine.
- Yes / No The task is Universal. The activity can be undertaken by any organization expected to perform the task without regard to service, command, type of material resources, or environment. Tasks are not created to validate a particular organization or mission and will not name specific individual units or organizations.
- Yes / No The task has joint doctrinal references.
  - Draft publications cannot be used as references.
- Yes / No The task is consistent and compliant with existing joint doctrine language and terminology IAW Joint Publication (JP) 1-02, “Department of Defense Dictionary of Military and Associated Terms” and existing joint doctrinal publications (compliance includes the “what” of the task, terms, and acronyms).
- Yes / No The task is appropriate for its indicated Level of War (LOW). The action verb makes sense at its LOW. See “Suggested Verbs by Level of War” on page D-4.
- Yes / No The task is designated in the correct functional category:
  - 1 - Deployment and Redeployment
  - 2 - Intelligence
  - 3 - Employment of Forces
  - 4 - Sustainment
  - 5 - Command and Control
  - 6 - Mobilization/Force Protection
  - 7 - Force Development/Readiness/Counter-CBRNE
  - 8 - Multinational/Interagency
  - 9 - CBRNE Deterrence
- Yes / No The UJTL has been checked for any similar existing task.
  - The source for search capability is the UTDT available on JDEIS.
  - Search for key words associated with or related to the task (verb or object)
  - If there is a similar task or duplicate (including at different LOW), use the existing task. If insufficient, consider recommendations to modify the existing task to achieve greater universality. Tasks at different LOW should be significantly different actions (i.e. “provide” vs. “perform”).
- Yes / No The recommended task number is not already in use or has been used within the past 5 years. (see UTDT)

- Yes / No Acronyms/abbreviations are spelled out and enclosed by parenthesis upon the first occurrence of their use in the task title, task description, task note/ background and task measures (e.g., “Search and Rescue (SAR)”).

### **Task Title & Description**

- Yes / No The task title contains just one action verb and one object, NO MORE. Descriptive adjectives are permissible as long as they can be linked back to the doctrinal reference and the task would lose the correct meaning if the adjective is not included (e.g. Conduct Pre-deployment Training vs. Conduct Training).
- Yes / No The task title/description references just the “what” of the task and not the why, when, where, how, or who.
  - Ensure the task does not contain words such as “by,” “through,” or “during.”
  - The task will not specify means and/or resources used to accomplish the task.
  - The task will not specify where the joint activity will take place (i.e. Joint Operations Area or Theater).
- Yes / No The task is a discrete organizational action (not an operation which consists of several activities/actions).
- Yes / No The task description must describe the action or activity. Task description may not describe several actions in which various capabilities within time and space would be applied (if selected).

### **Notes/Background**

- Yes / No Other tasks within the UJTL are not referenced (e.g. OP X.X replaced.... Or “Task is related to OP X.X”).
- Yes / No The task is not limited by stating resources or means that are the only way to accomplish the task.
- Yes / No The task note/background adds value to the task (several paragraphs copy/pasted out of doctrine do not add value -- a relevant descriptive sentence does).

### **Measures**

- Yes / No Measures are quantifiable or qualitative. If not, are they able to be edited to make more quantifiable? (e.g., changing the Scale: “Yes/No” to “Percentage”)?
- Yes / No The task has at least three measures, but no more than 10 (five recommended). Measures do NOT act as process steps in a checklist to accomplish the task.
- Yes / No Each measure is a single measurement. If the measure contains more than one assessment criteria, it requires separation into two measures.
- Yes / No Measures reflect outputs or results of performance of the subject task (rather than an entire operation or a capability).
- Yes / No Measures avoid dependence on one another or prioritization.
- Yes / No Measures with the scale “Yes/No” are written as a question and have a question mark “?”.
- Yes / No Percent and number measures start with the word “Of.”
- Yes / No Time measures start with a precursor (e.g., “To”, “From,” etc.).

## ENCLOSURE E

## REFERENCES

- a. Title 10, United States Code, Section 153
- b. CJCSI 3500.02 Series, "UJTL Policy and Guidance for the Armed Forces of the United States"
- c. Joint Doctrine, Education and Training Electronic Information System, NIPRNET- <<https://jdeis.js.mil/jdeis/index.jsp>> or SIPRNET- <<http://utdt.js.smil.mil/>> (Accessed: April 5, 2011).
- d. "CJCS Directives Electronic Library," Information Management Division, 21 December 2010, <[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives)> (accessed: January 5, 2010)
- e. CJCSM 3500.03 Series, "Joint Training Manual"
- f. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"
- g. Joint Publication 1-02, 8 November 2010 (Amended 31 January 2011), "Department of Defense Dictionary of Military and Associated Terms"
- h. CJCSM 3170.01 Series, "Operations of the Joint Capabilities Integrated Development System"
- i. Assistant Secretary of Defense (Network and Information Integration)/DOD Chief Information Officer DOD Architecture Framework Version (DoDAF) 2.02, <<http://cio-nii.defense.gov/sites/dodaf20/>> (Accessed April 18, 2011).
- j. Joint Doctrine, Education and Training Electronic Information System, <<http://jdeis.js.smil.mil/jdeis/jca/jcaIntro.jsp>> (Accessed April 5, 2011).
- k. CJCSI 5711.01 Series, "Policy on Action Processing"

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## GLOSSARY

## PART I -- ABBREVIATIONS AND ACRONYMS

When new acronyms and/or terms are incorporated with a submittal into this glossary, the acronym will be spelled out completely, and new terms will be submitted with appropriate definitions. Upon approval by the JS, the UC will forward these new inputs for inclusion into the JP 1-02, "Department of Defense Dictionary of Military and Associated Terms."

AMETL	agency mission-essential task list
ATD	additional task detail
CBA	capabilities-based assessment
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
CSA	combat support agency
DB	database
DJ-7	Director, J-7
DJS	Director, JS
DOD	Department of Defense
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities
DRRS	Defense Readiness Reporting System
FCB	functional capability board
FEA	front end analysis
IAW	in accordance with
JCA	joint capability area
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JFC	joint force commander
JMET	joint mission-essential task
JMETL	joint mission-essential task list
J/AMETL	joint/agency mission-essential task list
JS	the Joint Staff
JSAP	JS action process
JTF	joint task force
JTIMS	Joint Training Information Management System

JTS	Joint Training System
LOW	Level of War
METL	mission-essential task list
NGB	National Guard Bureau
OP	operational
OPOC	organizational point of contact
OV	operational viewpoint
PM	Program Manager
SN	strategic national
ST	strategic theater
SV	system viewpoint
TA	tactical
UC	UJTL coordinator
UDC	UJTL Development Community
UJT	universal joint task
UJTL	Universal Joint Task List
UTDT	UJTL Task Development Tool



## PART II – DEFINITIONS

The following terminology is intended for use in this publication and the activities described herein. Unless indicated by a parenthetical phrase after the definition that indicates the source publication or document, these terms have not been standardized for general, DOD-wide use and inclusion in reference h. In some cases, reference h may have a general, DOD-wide definition for a term used here with a specialized definition for this instruction.

capability. The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention). (JP 1-02) Also, the ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

command-linked tasks. Discrete activities or actions designated by a JFC or identified by the lead federal agency that must be performed by commands and CBAs outside the command or directive authority of the joint force, if the joint force is to successfully perform its missions. Command-linked tasks are selected by the supported command or lead federal agency and are normally scheduled for training, evaluated, and assessed by the organization providing the support.

conditions. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate and may affect performance. (JP 1-02). Also, variables of the operational environment, including scenario that affects task performance.

criterion. The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command-stated measure.

effect. 1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom (JP 1-02).

essential task. Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

implied task. A task that is not stated but necessary to do the mission.

joint mission-essential task (JMET). A mission task selected by a JFC deemed essential to mission accomplishment and defined using the common language

of the UJTL in terms of task, condition, and standard. Also called JMET. See also condition, UJTL. (JP 1-02)

joint mission-essential task list (JMETL)/agency mission-essential task list (AMETL). A list of JMETs/AMETs selected by a commander or agency director to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards, and requires the identification of command-linked and supporting tasks. Also called JMETL or AMETL.

Joint Staff J-7 UJTL Coordinator. When referenced in the UJT Manual, will be referred to as UJTL Coordinator (UC).

measure. A parameter that provides the basis for describing varying levels of task accomplishment.

specified task. In the context of joint operation planning, a task that is specifically assigned to an organization by its higher headquarters. See also essential task; implied task.

standard. Quantitative or qualitative measures for specifying the levels of performance of a task.

supporting task. Specific activities that contribute to accomplishment of a joint mission-essential task. Supporting tasks associated with a command or AMETL are accomplished by the JS or subordinate commands or agencies.

task. An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.

urgent task. A candidate task without which a command or agency cannot adequately report their readiness.

UTDT Voting. A means of collecting comments generated during the staffing process in the UTDT voting module.