



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

DISTRIBUTION: A, B, C, J

CJCSI 3010.02B

27 January 2006

## JOINT OPERATIONS CONCEPTS DEVELOPMENT PROCESS (JOpsC-DP)

References: See Enclosure F.

1. Purpose. This instruction provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DOD capabilities-based approach to transformation. Joint concepts link strategic guidance to the development and employment of future joint force capabilities and serve as “engines for transformation” that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy changes. This instruction defines the specific joint concepts known as the Joint Operations Concepts (JOpsC) family. It describes how these concepts are developed and managed, prescribes specific concept templates, introduces the Joint Concept Steering Group (JCSG), and describes joint experimentation as it relates to assessment of the JOpsC family. Upon approval by the Chairman of the Joint Chiefs of Staff (CJCS), this instruction supersedes previously published CJCS joint concept development guidance.

2. Cancellation. CJCSI 3010.02A, 15 April 2001, “The Joint Vision Implementation Plan (JIMP)” and the “Joint Concept Development and Revision Plan (JCDRP),” July 2004, are superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and combined activities responsible to the Chairman of the Joint Chiefs of Staff.

#### 4. Policy

a. The objective of JOpsC is to guide the transformation of the joint force so that it is prepared to operate successfully 8 to 20 years in the future. These concepts are informed by top-level strategic guidance in the effort to identify future capabilities requirements. JOpsC presents a detailed description of “how” future operations may be conducted and provides the conceptual basis

for joint experimentation and capabilities-based assessments (CBAs). The outcomes of experimentation and CBA will underpin investment decisions leading to the development of new military capabilities beyond the Future Years Defense Program (FYDP).

b. Services, combatant commands, and Defense agencies conduct basic research, explore emerging technologies, generate innovative concepts, and conduct experimentation to develop service-unique or joint capabilities. These efforts provide the context for analyzing capabilities for the future joint force beyond the FYDP. The results of this analysis will influence planning, programming, budgeting and execution (PPBE) decisions as well as identify potential future concepts for the JOpsC family.

c. This instruction sets forth and documents procedures necessary to enable the Chairman of the Joint Chiefs of Staff to fulfill the responsibilities under title 10, US Code, section 153, 163, 166, and 181 of reference a.

5. Definitions. See the glossary.

6. Responsibilities. See Enclosure E.

7. Summary of Changes

a. Defines the concepts that comprise the JOpsC family.

b. Describes the relationships between the capstone concept for joint operations (CCJO), joint operating concepts (JOCs), joint functional concepts (JFCs), and joint integrating concepts (JICs).

c. Identifies timeframes as near term (within the FYDP) and mid to far term (20 years beyond the FYDP).

d. Establishes the Joint Concept Steering Group (JCSG).

e. Describes the iterative process for initiating, writing, assessing, and revising concepts.

f. Describes the JOpsC family approval process.

g. Describes the relationship between this instruction, Joint Concept Development and Experimentation Campaign Plan (JCD&E CPlan) and CJCSI 3170, "Joint Capabilities Integration and Development System (JCIDS)."

h. Introduces joint capability areas (JCAs) and their relationship to the JOpsC family.

i. Defines CONOPS as they relate to the JOpsC family development process.

j. Introduces the Concept Revision Recommendations memorandum and revises the JOpsC family templates.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components, 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](http://www.dtic.mil/cjcs_directives). Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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



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General, United States Marine Corps  
Chairman  
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Enclosures:

- A - Joint Operating Concepts (JOpsC) Family
- B - JOpsC Initiation, Writing, Assessment, and Revision (IWAR)
- C - Joint Concept Steering Group
- D - Joint Experimentation
- E - Responsibilities
- F - References
- GL - Glossary

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LIST OF EFFECTIVE PAGES

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i thru vi	O	B-F-1 thru B-F-2	O
A-1 thru A-6	O	B-G-1 thru B-G-4	O
B-1 thru B-6	O	C-1 thru C-2	O
B-A-1 thru B-A-4	O	D-1 thru D-4	O
B-B-1 thru B-B-4	O	E-1 thru E-8	O
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ENCLOSURE A

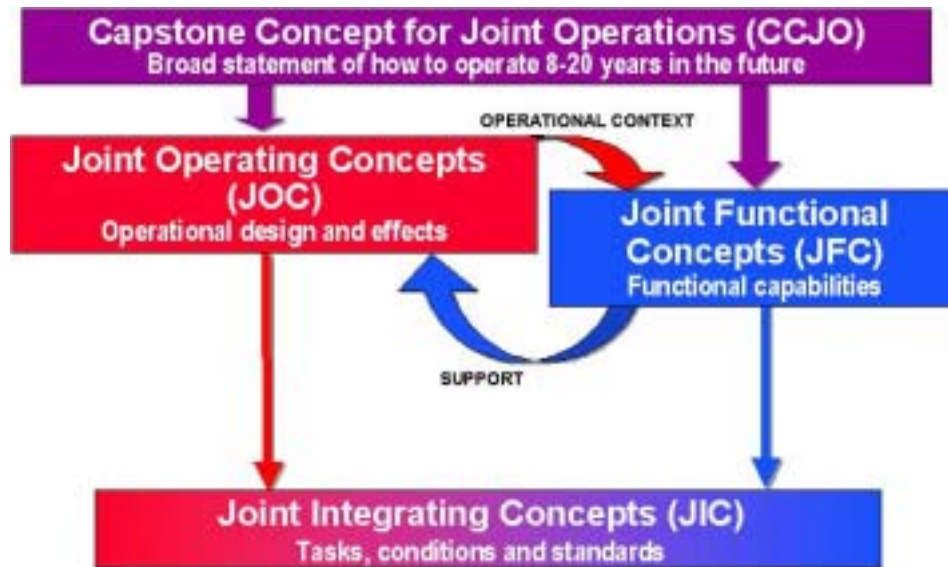
JOINT OPERATIONS CONCEPTS (JOpsC) FAMILY

1. Introduction

a. The JOpsC family, depicted in Figure A-1, consists of a Capstone Concept for Joint Operations (CCJO), Joint Operating Concepts (JOCs), Joint Functional Concepts (JFCs) and Joint Integrating Concepts (JICs). JOpsC family concepts are written using a “problem – solution” method. They identify military problems and propose solutions for innovative ways to conduct operations, going beyond merely improving the ability to execute missions under existing standards of performance. They are a visualization of future operations and describe how a commander, using military art and science, might employ capabilities necessary to meet future military challenges. Ideally, they will produce military capabilities that render previous ways of warfighting obsolete and may significantly change the measures of success in military operations overall. The JOpsC family covers a period beyond the Future Years Defense Program (FYDP), 8-20 years into the future.

b. The National Security Strategy, National Defense Strategy, National Military Strategy, Unified Command Plan, Strategic Planning Guidance, Transformation Planning Guidance, and Quadrennial Defense Reviews (QDRs) provide top-level strategic guidance for JOpsC development and are the impetus for deriving military capabilities needed to shape the future joint force. In addition to strategic guidance, the JOpsC family uses “The Joint Operational Environment – The World Through 2020 and Beyond,” “An Evolving Joint Perspective: Joint Warfare and Crisis Resolution (JWCR) in the 21st Century,” and “Mapping the Global Future: Report of the National Intelligence Council’s 2020 Project” (refs b-d) to provide insights into the dominant trends shaping the future security environment over the next 20 years and outlines their consequences for military operations.

c. This enclosure describes the JOpsC family, its development, and its relationship with related efforts. All concepts in the JOpsC family are posted at <http://www.dtic.mil/futurejointwarfare>.



**Figure A-1. JOpsC Family**

2. Capstone Concept for Joint Operations. The CCJO is the overarching concept of the JOpsC family that guides the development of future joint capabilities. The purpose of the CCJO is to lead force development and employment primarily by providing a broad description of how future joint forces are expected to operate across the range of military operations 8-20 years into the future in support of strategic objectives. It applies to operations around the globe conducted unilaterally or in conjunction with multinational military partners and other government and non-government agencies. It envisions military operations conducted within a national strategy that incorporates all instruments of national power. Service concepts and subordinate joint operating, functional, and integrating concepts will expand on the CCJO solution.

3. Joint Operating Concept. A JOC applies the CCJO solution in greater detail to a specified mission area. It describes how a joint force commander, 8-20 years into the future, is expected to conduct operations within a military campaign. It identifies the operational level effects considered essential for achieving the endstates envisioned by the concept. It focuses on the associated broad military capabilities necessary to create those effects. A JOC contains illustrative vignettes to facilitate understanding of the concept. Additionally, JOCs provide the operational context for JFC and JIC development.

4. Joint Functional Concept. A JFC applies elements of the CCJO solution to describe how the joint force, 8-20 years into the future, will perform an enduring military function across the full range of military operations. It identifies the operational-level capabilities required to support range of military operations (ROMO) operations and the key attributes necessary to compare capability or solution alternatives. JFCs also determine any additional military

capabilities required to create the effects identified in JOCs. JFCs provide functional context for JOC and JIC development.

5. Joint Integrating Concept. A JIC is an operational-level description of how a joint force commander, 8-20 years into the future, will perform a specific operation or function derived from a JOC and/or a JFC. JICs are narrowly scoped to identify, describe, and apply specific military capabilities, decomposing them into fundamental tasks, conditions, and standards. Further analysis and expansion of tasks, conditions, and standards is accomplished after JIC completion in order to effectively execute CBA. Additionally, a JIC contains illustrative vignettes to facilitate understanding of the concept.

6. JOpsC Family Development Rhythm. JOpsC family development is a deliberate, cyclical process, sequenced to optimize concept writing, assessment, and revision efforts (Figure A-2). The development rhythm staggers the writing and revision of CCJO, JOCs, and JFCs over a 3-year period and establishes a structured method to deconflict efforts, incorporate assessment results, and allow for a logical flow of influence within the JOpsC family. Important related factors and events impact the development rhythm. They include continuous defense planning scenario development, annual publication of joint and Service transformation roadmaps, QDRs, biennially produced Joint Concept Development and Experimentation Campaign Plans (JCD&E CPlans) (Enclosure D), and quarterly Joint Concept Steering Group (JCSG) meetings (Enclosure C).

	Jan 2005	Jun 2005	Jan 2006	Jun 2006	Jan 2007	Jun 2007	Jan 2008	Jun 2008	Jan 2009	Jun 2009	Jan 2010	Jun 2010
CCJO Revision		CCJO 2.0						CCJO 3.0				
JOC Writing/Revision				JOC 2.0						JOC 3.0		
JFC Writing/Revision						JFC 2.0						JFC 3.0
JIC Writing												
Transformation Roadmaps		TRs		TRs		TRs		TRs		TRs		TRs
Quadrennial Defense Reviews (QDRs)			QDR								QDR	
Defense Planning Scenarios												
JCD&E CPlan		CPlan				CPlan				CPlan		
JCSG	Feb/ May	Aug/ Nov	Feb/ May	Aug/ Nov	Feb/ May	Aug/ Nov	Feb/ May	Aug/ Nov	Feb/ May	Aug/ Nov	Feb/ May	Aug/ Nov

Dark Gray Box = Writing & Revision    Black Lined Box = Ongoing Activity    Text = Activity as stated or dated

**Figure A-2. JOpsC Development Rhythm**

- a. CCJO is reviewed every 3 years with any resultant revision published in June. The review is informed by changes in the postulated operational environment, strategic guidance, and insights and/or results from joint experimentation.
- b. Following the publication of CCJO, JOCs are reviewed for compliance with guiding documents and enter a 1-year writing/revision period as required. They are informed by changes in the CCJO, the postulated operational environment, strategic guidance, operational lessons learned, and insights and/or results from joint experimentation. The publication of JOCs precedes the revision of JFCs and may initiate the development of new JICs.
- c. Following the publication of CCJO and JOCs, JFCs are reviewed for compliance with guiding documents and enter a 1-year writing/revision period as required. They are informed by changes in the CCJO and JOCs, the postulated operational environment, strategic guidance, operational lessons learned, and insights and/or results from joint experimentation. Publication of JFCs may also initiate the development of new JICs.
- d. JICs may be developed at any time. They are informed by insights gained in the development of CCJO, JOCs, and JFCs.
- e. Joint and Service transformation roadmaps are published according to Office of the Secretary of Defense (OSD) guidance (currently 1 July annually). Among other deliverables, roadmaps demonstrate how Services, United States Joint Forces Command (USJFCOM), and other directed agencies intend to develop certain military capabilities identified in the JOpsC family.
- f. The QDR is a yearlong process that addresses US strategy, force structure, and resource management to establish a defense program for the next 20 years. The QDR informs the JOpsC family.
- g. The Secretary of Defense approves a set of threat-based classified defense planning scenarios (DPSs). They are informed by the effects and military capabilities outlined in the JOCs and JFCs to develop classified blue force CONOPS. The scenarios, in turn, are used during the CBA of JICs.
- h. Every 2 years, USJFCOM collaborates with the joint concept community to develop a SecDef-directed JCD&E CPlan. This plan, informed by CJCS guidance, provides a framework for conducting joint experimentation on concepts, capabilities, and prototypes derived primarily from the JOpsC family.
- i. JCSG meetings (Enclosure C) are conducted quarterly to review JOpsC development status, deconflict, and synchronize concept development efforts, review assessments, and review recommendations for new concepts proposed by the joint concept community.

## 7. JOpsC Relationships

a. Relationship to Joint Capabilities Integration and Development System (JCIDS). Military capabilities derived from JOpsC family development may be entered into the JCIDS analysis process to determine gaps, redundancies, and potential DOTMLPF and policy solutions.

b. Relationship to Concepts of Operations (CONOPS). As defined in Joint Publication 1-02, CONOPS is a verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The CONOPS is frequently embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The CONOPS is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose.

(1) For JOpsC family development, CONOPS are used to provide the overall understanding of an operation and the broad flow of tasks assigned to subordinate and/or supporting entities. It presents a joint force commander's plan that synchronizes military capabilities to accomplish the mission for a specific scenario 8-20 years into the future. CONOPS focus on describing the streams of activities and how the joint force commander might organize and employ forces to accomplish those activities. CONOPS used in the JOpsC family development process are based on DPS or illustrative vignettes:

(a) Defense Planning Scenarios. DPSs, written 8-20 years into the future, are used in CBA. These scenarios have classified CONOPS that provide a high level of specificity and defined parameters to aid in robust analysis of capabilities and a comparison of alternate solutions.

(b) Illustrative Vignettes. When used in JOpsC, illustrative vignettes provide operational context to describe how a joint force commander might organize and employ forces 8-20 years into the future. These vignettes are used to clarify and increase understanding of the concepts.

(2) As they relate to JCIDS, CONOPS have a different use. CONOPS, as described in CJCSI 3170 JCIDS series are written to describe how a joint force commander may organize and employ forces in the near term (now through 7 years into the future) in order to solve a current or emerging military problem. These CONOPS provide the operational context needed to examine and validate current capabilities and may be used to examine new and/or proposed capabilities required to solve a current or emerging problem. These CONOPS and the appropriate assessment results are coordinated with the appropriate Functional Capabilities Board (FCB) (reference e) and its capabilities are

submitted to Joint Staff/J-8 as potential joint capabilities documents (JCDs) via the knowledge management and decision support (KMDS) system.

c. Relationship to Joint Capability Areas (JCAs). JCAs provide a common lexicon and associated taxonomy to discuss and describe capabilities across many related DOD activities and processes. During concept development, concept authors will use the JCAs as a baseline of joint capabilities relevant to their concept. Concept authors will analyze the potential merit of their posited solution by comparing it to the JCA baseline of extant joint capabilities. Any expansion or deviation from this baseline of existing joint capabilities must be fully explained in the concept. The JCA lexicon and taxonomy are posted at <http://www.dtic.mil/futurejointwarfare>.

d. Relationship to Joint and Service Transformation Roadmaps (TRMs). Joint and Service TRMs describe how the Services, USJFCOM, and other defense organizations intend to develop the military capabilities identified in the JOpsC family. TRMs focus on these capabilities by:

(1) Describing how planned programs, policies, initiatives, and other activities produce certain capabilities described in JOpsC.

(2) Describing how these actions constitute a coherent and reasonable plan for producing these capabilities.

(3) Identifying other Service and Defense agency capabilities needed to successfully implement their own concepts and capability contributions to joint concepts.

(4) Showing coherent and robust experimentation plans in support of concept development and refinement, as well as joint capability solutions and change recommendations.

e. Relationship to Other Concepts. Any Service, combatant command, or DOD agency may develop concepts. These may subsequently be nominated for approval as a JOpsC concept or influence other joint processes (e.g., joint capability documents). Concepts developed outside of JOpsC are titled to clearly identify them as non-JOpsC concepts (e.g., USJFCOM's concept for joint force projection and sustainment).



ENCLOSURE B

JOpsC INITIATION, WRITING, ASSESSMENT, AND REVISION (IWAR)

1. Introduction. The JOpsC development process consists of four phases: Initiation, Writing, Assessment, and Revision. The Initiation phase includes concept idea proposals, the vetting and possible approval of ideas for further development, and the assignment of concept authors to write concepts. The Writing phase covers everything necessary to produce an approved version 1.0 concept document, and the Assessment phase provides an appraisal of a concept's key aspects through joint experimentation and other forms of analysis. Lastly, the Revision phase includes all of the steps necessary to update a concept.

2. Initiation

a. Directing JOpsC Efforts. Anyone in the joint concept community can propose ideas for new concepts. The initiation of new concepts may result from policy and or strategy changes, lessons learned, or insights and/or results from joint experimentation. To be considered, these ideas and/or concepts must describe a particular military problem, 8-20 years into the future, for which there is currently no adequate military solution. The urgency in solving the military problem must be such that an evolutionary approach to solving it is considered insufficient. Alternatively, concepts approved for development will seek transformational solutions that describe, holistically or functionally, how the future joint force may conduct operations differently in order to solve military problems. These solutions must be supported by logic and facilitate assessment. The JCSG (Enclosure C) reviews all new idea and/or concept proposals. These proposals must be submitted with a clearly defined purpose, scope, and military problem. All proposals are formally vetted at the general and flag officer (G/FO) level within the joint concept community using the Joint Staff Action Process (JSAP). This process provides a formal staffing venue that facilitates full participation across the joint concept community. Joint Staff Operational Plans and Joint Force Development Directorate (Joint Staff/J-7) is responsible for this formal staffing. Recommendations from the formal review are briefed to the Joint Chiefs of Staff (JCS). Once concepts are approved for development, the Director, Joint Staff (DJS), publishes a memorandum (DJSM) to direct initiation of the concept development effort, identify concept authors, and provide additional guidance as necessary. Concept authors must coordinate with Joint Staff/J-7 to receive specific guidance and direction for the concept development effort.

b. The Role of the Concept Author. The concept author is the staff, agency, Service, or combatant command assigned the task of developing a concept. They are responsible for producing a concept document and resourcing all

aspects of the writing effort, with the exception of the Joint Staff/J-7-sponsored Red Team Review (paragraph 3(c)). The concept author will collaborate with representatives from the joint concept community at each step of the concept development process. Collaboration leverages a wider range of competitive ideas, builds joint credibility, and maximizes transformational potential. The concept author is responsible for the concept from the date of assignment until the concept is archived.

3. Writing. The Writing phase is a deliberate event-driven process (see Figure B-1), the product of which is scrutinized by Services, combatant commands, DOD agencies, and the Joint Staff. The Joint Staff/J-7 collaborates with concept authors to devise event-driven timelines to highlight all writing events and guide the overall effort. The writing phase will take approximately 6-12 months to complete. Concept authors will use the templates provided in Appendices B-A through B-D as the prescribed format for writing their concept.

	CCJO (Revision only)	JOC	JFC	JIC
Initial Analysis	X	X	X	X
Develop Outline (V 0.1) & Briefing	X	X	X	X
IPR	To JCS	To JCS	To JCB	To OpsDepts
Write Initial Draft (V 0.3)	X	X	X	X
Red Team Review	X	X	X	X
Update Concept Document (V 0.5)	X	X	X	X
Planner Level Review	X	X	X	X
Limited Objective Experiment or Wargame				X
Update Concept Document (V 0.7)	X	X	X	X
G/FO Level Review	X	X	X	X
Comment Resolution Conference	X	X	X	X
Final Draft for Approval (V 0.9)	X	X	X	X

X = must be completed  
(V 0. #) = version of concept document

**Figure B-1. Concept Writing Process**

a. Initial Analysis. Within 30 days of receiving official guidance via a DJSM, the concept author will: 1) review applicable strategic guidance and conduct research on relevant literature to include the review of critical assumptions made in the DOD analytical agenda; 2) examine JCAs to establish a baseline of existing joint capabilities relevant to the concept; 3) discuss process procedures with Joint Staff/J-7; 4) organize an initial planning meeting to conduct a collaborative analysis effort with other interested joint concept community members; and 5) develop an outline (version 0.1) and briefing to present a refined purpose, military problem, and scope as well as a timeline to

senior leadership at an in-progress review for approval and direction before further work is done.

b. In-Progress Review (IPR). The Joint Staff/J-7 will sponsor JOC concept authors for briefings to the Joint Chiefs of Staff, and JIC concept authors for briefings to the Operations Deputies (OpsDepts) as appropriate. The Joint Staff/J-8 will sponsor the JFC concept authors for a briefing to the Joint Capabilities Board (JCB) and Joint Requirements Oversight Council (JROC). The IPRs are conducted to ensure the initial analysis supports strategic guidance and the JOpsC family. After the IPR, authors will refine the concept outline to reflect senior leadership direction and use it for writing the first initial draft of the concept document (version 0.3).

c. Red Team. External (Red Team) reviews are independent assessments conducted by subject matter experts who provide informative concept critiques. These reviews put emphasis on identifying failure modes and possible adversary counters to the concept. The Joint Staff/J-7 resources all Red Team reviews. Concept authors provide initial draft concepts through the Joint Staff/J-7 to the Red Team. Red Team reviews require at least 2 weeks to complete, after which the Red Team presents its findings in an out brief to the concept author and Joint Staff/J-7. In addition to the out brief, the Red Team provides a formal report of the concept review to the concept author through Joint Staff/J-7. The Red Team review includes concept improvement recommendations for use in refining the draft concept document (version 0.5) in preparation for planner level review. The Joint Staff/J-7 may resource additional Red Team support for concept refinement on a limited, as-requested basis.

d. Planner Level Review. All concepts undergo a planner level review via the JSAP. Joint Staff/J-7 initiates the planner-level review within 1 week of receiving the version 0.5-concept document from concept authors. Planners, in-turn, provide comments directly to concept authors using the Comment Resolution Matrix (CRM) in Appendix B-G. The CRM includes detailed instructions for providing and adjudicating comments. Concept authors consolidate all comments into one CRM, adjudicate them, and send this completed CRM to planners in response to their comments. Concept authors use the CRM to update concept documents (version 0.7) in preparation for G/FO review. Combatant commands, Services, Joint Staff Directorates, the Office of Force Transformation (OFT), OSD-Policy, and appropriate Defense and other non-DOD agencies and organizations, as appropriate, are provided the opportunity to review all concepts.

e. G/FO Level Review. All concepts undergo a G/FO level review via the JSAP. This review is the same as the planner-level review described above, except that any critical comments must be deliberated through a concept author-sponsored Comment Resolution Conference (CRC). Joint Staff/J-7

mediates the CRCs, and concept authors are responsible for incorporating all CRC results. After the CRC, unresolved critical comments are presented to the appropriate authority for adjudication. Joint Staff/J-7 manages adjudication for the CCJO, JOCs, and JICs; and Joint Staff/J-8 manages adjudication for JFCs. Once all comments are resolved, a final draft of the concept document (version 0.9) is produced for approval.

f. Using a Limited Objective Experiment (LOE) or Wargame When Writing a Concept. An LOE or wargame may be required when a closer examination of the concept's capabilities or solutions is needed. For JICs, an LOE or wargame must be completed during the Writing phase (see Figure B-1) in order to adequately develop the concept. Enclosure D provides a more detailed description of wargames and LOEs.

g. Approving JOpsC Family Documents. Joint Staff/J-7 sends the final draft of the concept to the appropriate approval authority. Figure B-2 denotes the approval authorities for each concept type. Joint Staff/J-7 coordinates all approval briefings for the Chairman. Joint Staff/J-8 coordinates all approval briefings for the JROC. The time frame for the approval process is based on approval authority availability and direction received at each level of the approval process. Upon approval, the concept is updated as the "X.0" version, such as 1.0, 2.0, etc. (See Appendices B-A through B-D).

h. CBA Study Plan. JICs require a CBA study plan prior to their approval. The CBA study plan serves as a framework for directing the conduct of the CBA and is developed by the FCB assigned to the JIC. The JIC and the study plan will be presented to the OpsDepts and JCB prior to JROC final approval.

	JROC	CJCS	SecDef
CCJO		O	X
JOC		O	X
JFC	X		
JIC	X		

O = approval step  
X = final approval authority

**Figure B-2. Concept Approval Process**

i. Lessons Learned From Writing Phase. Upon concept document approval, concept authors provide lessons learned to Joint Staff/J-7 in the following format:

- (1) Observations
- (2) Discussion

### (3) Recommendations

NOTE: Joint Staff/J-7 uses lessons learned to refine the concept development process. Lessons learned are posted at <http://www.dtic.mil/futurejointwarfare>.

4. Assessment. The Assessment phase is crucial to concept development because it links conceptual ideas to specific recommendations for improving the joint force. Key aspects identified within each concept are examined and analyzed through joint experimentation and/or CBAs.

a. Joint experimentation (Enclosure D) evaluates elements of a concept's proposed solution. The insights gained from joint experimentation may lead to further experimentation, concept revision, the discovery of new concepts, and the submission of capabilities documents into JCIDS. Joint experimentation, as related to the JOpsC family, is primarily conducted on the CCJO, JOCs, and JFCs. JICs may also require joint experimentation to further refine or mature them; however, they are primarily evaluated through a CBA. Concept authors collaborate with USJFCOM (the executive agent for joint warfighting experimentation and functionally responsible to the Chairman for JCD&E) to ensure their concepts are incorporated into the biennial JCD&E CPlan and annual joint experimentation work plan that includes a listing of the events and their dates, participants, allocated resources, and experimentation objectives.

b. CBA is the portion of the JCIDS analysis process that identifies capability and supportability shortfalls, gaps, and redundancies on specific capability needs. During CBA, DPSs are applied to the concept to generate the conditions and standards needed for assessment. The results of CBA may ultimately lead to the integration of a capability into the future joint force through changes in DOTMLPF and policy. Concept authors coordinate with the FCB assigned to oversee CBA to ensure concepts provide a level of detail necessary for assessment. CBA is resourced by the JROC. During the course of a CBA, analysis may indicate the need to conduct additional experimentation to refine a JIC. If additional experimentation is required, the concept author collaborates with the Joint Staff/J-7, USJFCOM, and lead FCB that oversaw the CBA, as well as any other agency as directed by the JROC, to develop an experimentation plan. After experimentation is complete, the concept author will brief the results to the lead FCB with recommendations for the next appropriate action. The JROC must approve (a) any modifications to the JIC resulting from experimentation and (b) continued CBA.

5. Revision. During the Revision phase, concepts are updated as a result of changes in the postulated operational environment, or strategic guidance, and insights and/or results from joint experimentation. The steps within the

Revision phase are the same as the Writing phase, except that the initial analysis includes revision recommendations from the joint concept community and the Revision phase does not apply to JICs.

a. Concept authors request revision recommendations from the joint concept community as part of the initial analysis. These recommendations must have supporting documentation of specific and relevant assessment results, lessons learned, technological breakthroughs, other concept efforts, changes to strategic guidance documents, etc. Revision recommendations can be made via the JOpsC Revision Recommendation Template at Appendix B-F. Appendices B-A through B-D provide the templates for CCJO, JOCs, JFCs, and JIC revisions. Figure B-2 denotes the approval process for concept revisions.

b. JICs are only revised as directed as opposed to the cyclic revision of the rest of the JOpsC family.

6. Archiving. Recommendations for archiving concepts are vetted through the JCSCG for JCS approval. A DJSM will inform the joint concept community of JCS approval for archiving a concept. The concept author, upon formal notification the concept is to be archived, will forward all pertinent concept documentation to Joint Staff/J-7 for placement in the JOpsC family archive. The intent of the JOpsC family archive is to make concept documentation available to the joint concept community for future research and historical reference.

APPENDIX A TO ENCLOSURE B

CCJO TEMPLATE

1. General

a. Margins, Font, and Paragraph Numbering. 1-inch top and bottom margins, 1.25-inch left and right margins, Bookman Old Style 12 font, paragraph numbering and indentation per Figure D-2, JSM 5701.01B.

b. Headers and Footers. Footer will have page number centered. Header in upper right hand side should have the concept title and version with the as of date directly below.

Example of header:

CCJO 2.0  
1 January 2007

c. Version Numbering Convention. Versions should be numbered as follows:

- X.1 – Initial revision draft
- X.3 – Draft revision ready for Red Team review
- X.5 – Draft revision ready for Planner-level review
- X.7 – Draft revision ready for G/FO-level review
- X.9 – Draft revision ready to submit for approval

“In between” numbers are available at the discretion of the concept writing team. The approved final revision will be updated with the next sequential number, e.g., 2.0, 3.0, etc. Place the version under the title of the approved document.

2. Content/Format. The following format is prescribed:

Executive Summary. Clearly summarize the Purpose, Scope, Military Problem, Solution, Risks and Mitigations, and Implications of the concept.

1. Purpose. This section specifies the intended use of the concept.

2. Scope. This section specifies the future timeframe and the type of operation that the concept addresses. This section needs to “bound” the concept by identifying the significant aspects of the operation that will and will not be

covered within the concept. This section also provides context by addressing pertinent strategic guidance and relationship to other members of the JOpsC family and identifies any critical assumptions upon which the concept is dependent.

3. Military Problem. This section describes a specific future military problem for which there is currently no adequate military solution. The urgency in solving the military problem is such that an evolutionary approach to solving it is considered insufficient.

4. Solution. This section describes in broad terms how future joint forces will operate across the full range of military operations in pursuit of strategic objectives and thereby overcome the postulated military problem. The concept will seek a transformational solution that holistically describes how the joint force may conduct operations differently in order to solve that problem.

5. Risks and Mitigation. Assess risks and offer ways to mitigate them. Specify any potential risk associated with implementing the solution in this concept as opposed to alternatives. Risk in this context does not mean the operational risk of failure inherent in conducting any particular mission.

6. Implications. This section identifies and describes potential implications of the concept and its proposed solution. Proposed solutions within this concept may have implications for future concept and joint force development and employment. These implications may apply across DOTMLPF and policy.

## 7. Appendices

7.A. References

7.B. Abbreviations and Acronyms

7.C. Plan for Assessment. Identify those aspects of the concept that require assessment and include:

7.C.1. Experimentation or other forms of assessment conducted during the writing or revision



effort. Identify insights and results gained from this effort.

7.C.2. Identify key aspects requiring further assessment and suitable for inclusion into the annual joint experimentation work plan.

7.D. Additional appendices as needed to support the solution.

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## APPENDIX B TO ENCLOSURE B

### JOC TEMPLATE

#### 1. General

a. Margins, Font, and Paragraph Numbering. 1-inch top and bottom margins, 1.25-inch left and right margins, Bookman Old Style 12 font, paragraph numbering and indentation per Figure D-2, JSM 5701.01B.

b. Headers and Footers. Footer will have page number centered. Header in upper right hand side should have the concept title and version with the as of date directly below.

Example of header:

MCO 1.5  
1 January 2006

c. Version Numbering Convention. Versions should be numbered as follows:

- X.1 – Initial Draft
- X.3 – Draft ready for Red Team review
- X.5 – Draft ready for Planner-level review
- X.7 – Draft ready for G/FO-level review
- X.9 – Draft ready to submit for approval

“In between” numbers are available at the discretion of the concept author. Following approval, the version will be finalized as 1.0. During subsequent revision processes, the approved final revision will be updated with the next sequential number, e.g., 2.0, 3.0, etc. Place the version under the title of the approved document.

2. Contents/Format. The following format is prescribed:

Executive Summary. Clearly summarize the Purpose, Scope, Military Problem, Solution, Risks and Mitigations, and Implications of the concept.

1. Purpose. This section specifies the intended use of the concept.
2. Scope. This section specifies the future timeframe (8-20 years into the future) and the type of operation the concept

addresses. It “bounds” the concept by identifying the significant aspects of the operation that will and will not be covered. This section also provides context by addressing pertinent strategic guidance and relationship to other members of the JOpsC family and identifies any critical assumptions upon which the concept is dependent.

3. Military Problem. This section describes a specific future military problem for which there is currently no adequate military solution. The urgency in solving the military problem is such that an evolutionary approach to solving it is considered insufficient.

4. Solution. This section provides a transformational solution that holistically describes how the joint force may conduct operations differently in order to solve the military problem. It should apply the CCJO solution to describe how the future joint force is expected to conduct operations within a military campaign. The solution (or ideas expressed within the concept) must be supportable by logic and lend itself to validating portions of the solution through joint experimentation. The solution will:

4.A. Describe how operations may be conducted. Focus on applying the elements of the CCJO solution relevant to describing how this type of operation may be conducted to solve the military problem.

4.B. Identify and describe endstates for this concept essential to solving the military problem. Use illustrative vignettes to help identify the necessary operational-level effects.

4.C. Identify and describe the broad military capabilities considered essential for implementing the concept.

5. Risks and Mitigation. Assess risks and offer ways to mitigate them. Specify any potential risk associated with implementing the solution in this concept as opposed to alternatives. Risk in this context does not mean the operational risk of failure inherent in conducting any particular mission.

6. Implications. Identify and describe potential implications of the concept. Proposed solutions within this concept may

have implications for future concept and joint force development and employment. These implications may apply across DOTMLPF and policy.

7. Appendices

7.A. References

7.B. Glossary and Acronyms

7.C. Table of operational-level effects considered essential for achieving endstates envisioned by the concept. It focuses on the associated broad military capabilities necessary to create those effects. To facilitate integration with other JOpsC concepts, use the format below and the following numbering system to uniquely identify each operational effect and capability: (1) Effects are identified with the JOC abbreviation, JOC version number, unique number, and the letter E (MCO 1.0 - 001E); and (2) Capabilities are identified with the JOC abbreviation, JOC version number, unique number, and the letter C (MCO 1.0 - 002C). A capability may support more than one effect. Figure B-B-1 is an example of how to link a JOC's effects and capabilities as described in the concept vignette.

Number	Effect/Broad Capability <sup>1</sup>
MCO 1.0-001E	Render adversary anti-access capabilities ineffective.
MCO 1.0 - 001C	The ability to deploy a persistent, long-endurance, appropriately stealthy, and dynamically tailored ISR system, to include HUMINT, space platforms, and a variety of other unmanned systems that can track all battlespace entities.
MCO 1.0 - 002C	The ability to provide offensive means to counter enemy anti-access systems including: <ul style="list-style-type: none"> <li>• Rapidly detecting, neutralizing, and destroying mines at standoff ranges and in-stride.</li> <li>• Using fixed and deployable detection and tracking sensors at strategic port approaches and chokepoints.</li> <li>• Rapidly defeating improved enemy air defense systems and countering enemy theater and tactical missiles.</li> </ul>
MCO 1.0-002E	XXXXXXXXXX
MCO 1.0 - 002C	XXXXXXXXXX
MCO 1.0 - 004C	XXXXXXXXXX

Notes: 1 Capabilities not derived from the JCAs, or otherwise modified must be fully explained.

Figure B-B-1. JOC Effect/Capability Table

7.D. Plan for Assessment

7.D.1. Identify insights and results gained from experimentation or other forms of assessment conducted during the writing or revision effort.

7.D.2. Identify key aspects requiring further assessment and suitable for inclusion into the annual joint experimentation work plan.

APPENDIX C TO ENCLOSURE B

JFC TEMPLATE

1. General

a. Margins, Font, and Paragraph Numbering. 1-inch top and bottom margins; 1.25-inch left and right margins; Bookman Old Style 12 font; paragraph numbering and indentation per Figure D-2, JSM 5701.01B.

b. Headers and Footers. Footer will have page number centered. Header in upper right hand side should have the concept title and version with the “as of” date directly below.

Example of header:

FORCE PROTECTION 1.0  
1 January 2006

c. Version Numbering Convention. Versions should be numbered as follows:

- X.1 – Initial Draft
- X.3 – Draft ready for Red Team review
- X.5 – Draft ready for planner-level review
- X.7 – Draft ready for G/FO-level review
- X.9 – Draft ready to submit for approval

“In between” numbers are available at the discretion of the concept writing team. Following approval, the version will be finalized as 1.0. During subsequent revision processes, the approved final revision will be updated with the next sequential number, e.g., 2.0, 3.0, etc. Place the version under the title of the approved document.

2. Contents/Format. The following format is prescribed:

Executive Summary. Clearly summarize the Purpose, Scope, Military Problem, Solution, Risks and Mitigations, and Implications of the concept.

1. Purpose. This section specifies the intended use of the concept.
2. Scope. This section specifies the future timeframe (8-20 years into the future) and defines the military function the concept addresses. To focus the concept at a level commensurate with the CCJO and JOC solutions, this section stipulates the degree of specificity for functional capabilities determination. This section also names the JOCs it supports, addresses pertinent strategic guidance, and identifies any critical assumptions upon which the concept is dependent.
3. Military Problem. This section will focus on those functional area requirements in CCJO and JOCs for which there are currently no adequate military capabilities. The urgency in solving this military problem is such that an evolutionary approach to solving it is considered insufficient. For JFCs, the military problem is expressed in two parts.
  - 3.A. The first part describes problems anticipated with how this function needs to support the future joint force in applying the CCJO solution across the ROMO.
  - 3.B. The second part describes the problems anticipated with how this function needs to support the future joint force in creating the effects described in the JOCs.
4. Solution. The JFC solution has two major parts that are directly associated with its two-part military problem. The solution should only address the military capabilities that may allow the future joint force to operate to a significantly higher standard than it currently does.
  - 4.A. The first part describes how this function may support the future joint force in applying the CCJO solution across the ROMO. It includes a description of the military capabilities determined necessary to support these operations, and their key attributes to facilitate comparing alternatives and measuring achievement.
  - 4.B. The second part describes how this function may support the future joint force in applying JOC solutions. It addresses all of the broad military capabilities and



effects identified in the JOC solutions that are relevant to this functional area. This section describes the military capabilities determined necessary to create those effects and supports the broad capabilities identified in the JOC solutions. Key attributes must also be identified for the functional capabilities identified in this part to facilitate comparing alternatives and measuring achievement.

5. Risks and Mitigation. Assess risks and offer ways to mitigate them. Specify any potential risk associated with implementing the solution in this concept as opposed to alternatives. Risk in this context does not mean the operational risk of failure inherent in conducting any particular mission.

6. Implications. Identify and describe potential implications of the concept. Proposed solutions within this concept may have implications for future concept and joint force development and employment. These implications may apply across DOTMLPF and policy.

7. Appendices

7.A. References

7.B. Glossary and Acronyms

7.C. Table of capabilities and associated key attributes identified in part 1 of the solution. To facilitate integration with other JOpsC concepts, use the format in Figure B-C-1 and the following numbering system to uniquely identify each capability and associated key attributes: JFC abbreviation, JFC version number, unique number, and the letter C (FP 1.0 - 001C, FP 1.0 - 002C, etc.).

Number	Capability <sup>1</sup>	Attributes
FP 1.0 - 001C	The ability to provide common, fully-integrated, and global communications	Timely - ID an enemy threat within XX minutes Accurate - Meet 100% of information exchange

Notes: 1 Capabilities not derived from the JCAs or otherwise modified must be fully explained.

Figure B-C-1. JFC Capability Table

7.D. Table of capabilities and associated key attributes identified in part 2 of the solution (See Figure B-C-2). To facilitate integration with other JOpsC concepts, use the format below and the following numbering system to uniquely identify each capability and associated key attributes: JFC abbreviation, JFC version number, unique number, and the letter C (FP 1.0 – 001C, FP 1.0 – 002C, etc.).

<b>Number (From JOC)</b>	<b>JOC Effect/Broad Capability<sub>1</sub></b>	<b>Number (For JFC Capability)</b>	<b>Capability<sup>1</sup></b>	<b>Attributes</b>
MCO 1.0-001E	Render adversary anti-access capabilities ineffective			
MCO 1.0 – 001C	The ability to deploy a persistent, long-endurance, appropriately stealthy, and dynamically tailored ISR system, to include HUMINT, space platforms and a variety of other unmanned systems that can track all battlespace entities.	FP 1.0-001C	The ability to provide common, fully-integrated, and global communications	Timely – ID an enemy threat within XX minutes Accurate – Meet 100% of information exchange
MCO 1.0 – 002C	The ability to provide offensive means to counter enemy anti-access systems including: <ul style="list-style-type: none"> <li>• Rapidly detecting, neutralizing, and destroying mines at standoff ranges and in-stride;</li> <li>• Using fixed and deployable detection and tracking sensors at strategic port approaches and chokepoints;</li> <li>• Rapidly defeating improved enemy air defense systems; and, Countering enemy theater and tactical missiles.</li> </ul>			
MCO 1.0-002E	XXXXXXXX			
MCO 1.0 – 002C	XXXXXXXX			
MCO 1.0 – 004C	XXXXXXXX			

Notes: 1 Capabilities not derived from the JCAs or otherwise modified must be fully explained.

Figure B-C-2. JFC Capability Relationship to JOC Effects Table

7.E. Plan for Assessment

7.E.1. Experimentation or other forms of assessment conducted during the writing or revision effort. Identify insights and results gained from this effort.

7.E.2. Identify key aspects requiring further assessment and suitable for inclusion into the annual joint experimentation work plan.

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APPENDIX D TO ENCLOSURE B

JIC TEMPLATE

1. General

a. Margins, Font, and Paragraph Numbering. 1-inch top and bottom margins; 1.25-inch left and right margins; Bookman Old Style 12 font; paragraph numbering and indentation per Figure D-2, JSM 5701.01B.

b. Headers and Footers. Footer will have page number centered. Header in upper right hand side should have the concept title and version with the as of date directly below.

Example of header:

JOINT LOGISTICS (DISTRIBUTION) 1.0  
1 January 2006

c. Version Numbering Convention. Versions are used for draft documents only and should be numbered as follows:

- X.1 – Initial Draft
- X.3 – Draft ready for Red Team review
- X.5 – Draft ready for planner-level review
- X.7 – Draft ready for G/FO-level review
- X.9 – Draft ready to submit for approval

“In between” numbers are available at the discretion of the concept writing team. Following approval, the version will be finalized as 1.0. Place the version under the title of the approved document.

2. Contents/Format. The following format is prescribed:

Executive Summary. Clearly summarize the Purpose, Scope, Military Problem, Solution, Risks and Mitigations, and Implications of the concept.

1. Purpose. This section specifies the intended use of the concept.

2. Scope. This section specifies the future timeframe (8-20 years into the future) and the type of operation the concept addresses. It “bounds” the concept by identifying the significant

aspects of the operation that will and will not be covered. This section also provides context by addressing pertinent strategic guidance, and relationship to other members of the JOpsC family and identifies any critical assumptions upon which the concept is dependent.

3. Military Problem. This section describes a specific future military problem for which there is currently no adequate military solution. The urgency in solving the military problem is such that an evolutionary approach to solving it is considered insufficient.

4. Solution. The solution (or ideas expressed within the concept) should be supportable by logic and viable to investigation through assessment.

4.A. Description of How an Operation or Function Will Be Conducted. The focus is on describing how the joint force will conduct the operation or function within the operational environment and under the operational environment and context specified in the appropriate JOC and/or JFC. Provide an illustrative vignette to support the description. (NOTE: During the JIC writing effort, concept authors should review and consider strategic guidance and assumptions established in DPSs as part of the DOD analytic agenda.)

4.B. Capabilities and Tasks. Identify and describe specific military capabilities and decompose them into fundamental tasks. This initial list is a 'starting-off' point for subsequent CBA refinement. Further analysis and expansion of tasks, conditions, and standards are accomplished after JIC completion in order to effectively execute CBA.

4.C. Conditions and Standards. Testable or measurable conditions and standards must be identified for each task. Conditions describe the variables of the operational or functional environment that may affect task performance. Standards describe the desired or acceptable levels of performance. Figure B-D-1 may be used as a guide in this effort.

<p><b><u>Signature:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Land</b></li> <li>- <b>Covert</b></li> <li>- <b>Clandestine</b></li> </ul>	<p><b><u>Responsiveness to Tasking:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Persistent</b> (within 60 minutes)</li> <li>- <b>Prompt</b> (within 24 hours)</li> <li>- <b>Immediate</b> (within 10 days)</li> <li>- <b>Rapid</b> (within 30 days)</li> </ul>	<p><b><u>Endurance:</u></b></p> <ul style="list-style-type: none"> <li>- <b>XX Minutes</b></li> <li>- <b>XX Hours</b></li> <li>- <b>XX Days</b></li> <li>- <b>XX Weeks</b></li> <li>- <b>Indefinite</b></li> </ul>
<p><b><u>Target Domain:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Land</b> (urban, jungle, desert, mountains, etc.)</li> <li>- <b>Sea</b> (undersea, littoral, etc.)</li> <li>- <b>Air</b> (low/med/high alt; slow / fast / supersonic / hypersonic)</li> <li>- <b>Space</b> (exo-atmospheric, NEO, MEO, HEO, etc.)</li> <li>- <b>Cyberspace</b> (computer networks, sensors, data)</li> <li>- <b>Human</b> (information, reason, passion, morale, will)</li> </ul>	<p><b><u>Posture:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Forward Based</b></li> <li>- <b>Forward Deployed</b></li> <li>- <b>Pre-positioned</b></li> <li>- <b>Expeditionary</b></li> <li>- <b>CONUS Deployable</b></li> <li>- <b>CONUS Dedicated</b></li> <li>- <b>Ready Reserve</b></li> <li>- <b>Mobilized Reserve</b></li> <li>- <b>Inactive Reserve</b></li> </ul>	<p><b><u>Reach:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Local</b></li> <li>- <b>Homeland</b></li> <li>- <b>Intra-theater</b></li> <li>- <b>Inter-theater</b></li> <li>- <b>Global</b></li> </ul>
	<p><b><u>Collateral Impact:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Severity or Extent</b></li> <li>- <b>Dispersion</b> (local, regional, global)</li> <li>- <b>Risk to Forces/Civilians</b></li> </ul>	<p><b><u>Environment:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Day / Night</b></li> <li>- <b>Weather</b> (winds, visibility, sea state, etc.)</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>- Manned/unmanned</li> </ul>

**Figure B-D-1. Notional Descriptors for Conditions and Standards**

5. Risks and Mitigation. Assess risks and offer ways to mitigate them. Specify any potential risk associated with implementing the solution in this concept as opposed to alternatives. Risk in this context does not mean the operational risk of failure inherent in conducting any particular mission.

6. Implications. Identify and describe potential implications of the concept. Proposed solutions within this concept may have implications for future concept and joint force development and employment. These implications may apply across DOTMLPF and policy.

7. Appendices

7.A. References

7.B. Glossary and Acronyms

7.C. Table of capabilities with tasks and standards considered essential for implementing the concept and the associated JOC effects and JOC and/or JFC capabilities. To facilitate integration with other JOpsC concepts, use the format in Figure B-D-2 and the following numbering system to uniquely identify each operational effect and capability: (1) Capabilities are identified with the JIC abbreviation, unique number, and the letter C (NCOE - 001C); (2) Tasks are identified with the JIC abbreviation, unique number, and the letter T (NCOE - 002T); and (3) Standards are identified with the JIC abbreviation, unique number, and the letter S (NCOE - 001S). A task or standard may support more than one capability. A standard may support more than one task. See example in Figure B-D-2.

JIC Capability Number	Capability <sup>1</sup>	Task	Standard	Associated JOC Effect or JOC/JFC Capability
<u>NCOE - 001C</u>	Ability to create / produce information in an assured environment.	<u>NCOE - 001T</u> Provide Smart Management/ Tasking of collections assets.	<u>NCOE - 001S</u> < 1 min: Time to set up an information exchange  <u>NCOE - 002S</u> <1 min: Time for information change to be posted and/or users notified.	<u>MCO 1.0 - 001C</u> : The ability to deploy a persistent, long-endurance, appropriately stealthy, and dynamically tailored ISR system, to include HUMINT, space platforms, and a variety of other unmanned systems that can track all battlespace entities.  <u>FP 1.0 - 001C</u> : The ability to provide common, fully integrated, and global communications.
		<u>NCOE - 002T</u> Capture timely interoperable source data from sensors and other input areas.	<u>NCOE - 002S</u> <1 min: Time for information change to be posted and/or users notified.  <u>NCOE -003S</u> 90%: Percentage of accuracy of information / level of confidence.	

Notes: 1 Capabilities not derived from the JCAs or otherwise modified must be fully explained.

Figure B-D-2. JIC Capability, Task, and Standard Table



8. Plan for Assessment

8.A. Experimentation or assessment conducted during the writing or revision effort. Identify insights and results gained from this effort.

8.B. Recommendations for further experimentation or assessment. Specify the capability or task that requires assessment. Identify the type of experimentation best suited for exploring and assessing the proposed capabilities. Recommend and prioritize capabilities for assessment, including incorporation within the JCD&E CPlan and annual joint experimentation work plan.

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## APPENDIX E TO ENCLOSURE B

### CONSIDERATIONS WHEN WRITING A CONCEPT

#### 1. Foundations of a Concept

a. Historical Awareness. Useful future concepts are rarely derived from abstract theoretical premises, but instead are speculations about the future, informed by practical lessons of the past. Current doctrine, operational lessons learned, and experimentation results are useful starting points.

b. Consistent With the Nature and Theory of War. Underlying any operating concept is a system of fundamental beliefs about the nature of war and the successful conduct of military action.

c. Balance Between Military Art and Science. An operating concept should balance military art and science; it may stress one or the other, but it should not ignore either.

d. Embedded in the Proper Military-Technological Context. Concepts are designed to exploit new technologies or to respond to the proliferation of new technologies.

e. Recognition of the American Approach to War. A concept should be aware of American military predilections, which together constitute an American approach to war.

#### 2. Attributes of a Concept

a. Serves Stated Purpose. The concept document should provide meaningful guidance that can support the developmental activities described by the purpose of the concept. This guidance should be sufficiently specific that it can be acted upon but not so specific that it permits no latitude in interpretation.

b. Stated in Language That Can Be Acted Upon. Concepts start as untested hypotheses. They should be written as such and should set up criteria for testing its feasibility through experimentation.

c. Accepts the Burden of Proof. A concept warrants no assumption of validity, but recognizes that it will meet with skepticism and must make its case.

d. Differentiated. A concept should be clearly differentiated from other concepts. The synopsis of the central idea and the description of the application and integration of military functions are the primary areas in which a concept can differentiate itself. It should explicitly compare and contrast itself with other concepts -- historical and current as well as other concepts.

e. Relationship to Other Concepts. Concepts should establish relationships with other concepts, identifying its subordinate, superior, adjacent, superseding, and competing concepts in detail.

f. Clarity of Language. Concepts should use simple, straightforward language, avoiding elaborate phraseology and artistic descriptions that evoke meaning rather than express it directly.

g. Concise. A concept should be presented concisely and economically so its message can be absorbed and kept in mind while being acted upon.

h. Robust. A concept should apply to a variety of possibilities. It should deal successfully with multiple possible scenarios within its defining parameters.

i. Promotes Debate. Concepts can promote debate by providing descriptions in clear, fundamental terms that are readily understood, allowing interested parties to get to issues of substance rather than haggling over meaning.

### 3. Presentation of a Concept

a. Eliminate Unnecessary Material. Review concepts for unnecessary background material. The goal is to provide the minimal context necessary and get to the substance of the concept as quickly as reasonable.

b. Use of Language and/or Argument. Use plain English and existing terminology. Avoid creating new terms for the sake of newness. Edit concepts to ensure clarity and consistency of language.

(1) Definitions. Define terms when first used. The usage of the term should be consistent with the definition throughout the document. If the definition of a term is changed from current doctrine, clearly state the difference and explain the rationale.

(2) Acronyms and Buzzwords. Avoid using catchphrases and creating new acronyms. These lead to more confusion than an understanding of the concept.

c. Active Voice. Use active voice whenever possible.

4. Use of an Illustrative Vignette for Operational Context

a. Vignettes are used to clarify and increase understanding of concepts. The following extract from the Force Application Joint Functional Concept, version 1.0, March 2004, provides a practical example.

The War Fight in 2015 – A Vignette

In reply to a call for assistance, US national leaders decide to employ military forces, in conjunction with interagency and multinational assets, to swiftly defeat the efforts of a regional aggressor. The joint force commander designated to lead the operation develops a campaign plan that is guided by national objectives, is supportive of other relevant elements of national power, incorporates adequate strategic and operational lift and any committed multinational forces, and focuses and integrates joint force FA capabilities toward achieving end-state objectives. He organizes both subordinate forces and the joint operating area to most effectively accomplish the assigned mission across all dimensions of the battlespace. His mission analysis leads to the creation of a tailored task force, and the selection of a course of action best suited to defeat the enemy's centers of gravity and achieve national objectives. The commander's intent is transmitted instantly to combat units around the world. Concurrently, preparations are underway to establish full spectrum dominance across all battlespace domains in the joint operations area – air, land, sea, space, and cyber. As joint capability-based expeditionary combat units are quickly created and prepared for movement to the theater of operations, they tie into a command and control net and begin collaborative planning for forcible entry into the battlespace. Once en route, operational and tactical planning continues as units prepare for battle and rehearse missions using net-based simulations.

As main force elements move towards the theater, long-range and forward-deployed assets immediately begin engaging to prepare the battlespace, apply persistent pressure, and blunt the enemy offensive. These initial engagements draw on our range of battlespace awareness capabilities to detect and target key enemy nodes. Long-range kinetic and non-kinetic systems, global offensive information operations, and persistent space assets are used to destroy and/or disable enemy anti-access and area denial defenses. With a range of force application and battlespace awareness capabilities, enemy weapons of mass destruction assets are quickly located and rendered ineffective. Special forces covertly enter the theater, providing crucial intelligence and preparing

the battlespace for assault operations. Persistent and robust intelligence, surveillance and reconnaissance systems immediately assess the effectiveness of initial engagements and quickly retarget any remaining enemy forces to complete the initial preparation of the battlespace. Enemy command and control is effectively disrupted, blinded, and in chaos. Their decision cycle process is totally disrupted, precluding their ability to effectively respond to either these decapitating strikes or the imminent arrival of initial assault forces into the theater.

Long-range and persistent engagements shift to isolate selected assault areas, enabling the assault units to conduct maneuver from strategic distances directly onto their objectives from sea bases, hastily organized intermediate staging bases, or even stateside garrisons. Force protection assets quickly secure friendly lines of communications and networks. Assault units are followed immediately with early-entry forces that are light and agile, moving directly into action without lengthy reception, staging, onward movement and integration.

The rapidly building numbers of tailored joint force packages are inserted at multiple key locations and maneuver throughout the battlespace at will. These packages are enabled by superior knowledge of enemy and friendly force locations, speed of travel, control of the battlespace, and well-synchronized, persistent supporting engagements. Widely dispersed units instantly share an accurate depiction of the changing battlespace, enabling them to maneuver and engage enemy forces in a decentralized, self-synchronizing mode of operation—all of them acting to meet the joint force commander's intent. These agile combat forces apply continuous pressure, rapidly gain positions of advantage, and penetrate deep into enemy positions. Urban terrain provides little shelter under ubiquitous allied sensor coverage. Friendly commanders share a superior picture of the enemy, bypassing when appropriate, and engaging with confidence due to the precision and controlled effects of the joint force's capabilities. Strongholds crumble, as commanders are able to instantaneously mass effects from multiple units when needed. Unable to react to the movement of these rapidly moving dispersed forces, enemy cohesion crumbles under this continuous onslaught. The overwhelming operational tempo is sustained by a robust, persistent, survivable, and secure force sustainment capability that has the freedom to move about the battlespace as needed.

The joint force dominates the ensuing tactical fight. Precision high-volume engagements with a variety of kinetic and non-kinetic weapons overwhelm any enemy elements surviving the initial long-range engagements. The joint force commander achieves decisive results and the enemy's will collapses under the massed effects achieved by

synchronized maneuver and engagement against key adversary centers of gravity. The US joint force, in conjunction with multinational partners, quickly secures key nodes, infrastructures, and adversary civilian population centers.

The joint force initiates operations to add additional force structure, interagency and non-governmental organizations, as required, and continues an information campaign in preparation for the transition to follow-on stability operations. As the major combat operation phase winds down, the emphasis on various force application capabilities shifts accordingly to accommodate stability operations requirements.

b. This vignette illustrates those overarching capabilities and attributes needed by our joint forces to effectively deal with the military environment of the 21st century. The following sections will describe the core capabilities and associated attributes of force application.

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APPENDIX F TO ENCLOSURE B

JOPSC REVISION RECOMMENDATIONS TEMPLATE

1. Purpose. Capture all assessment and joint experimentation results, identify change recommendations submitted, and make recommendations for revision.
2. Content
  - a. Provide a synopsis of joint experimentation and other evaluations and assessments conducted.
  - b. Provide experimentation results, lessons learned, technological breakthroughs, changes to strategic guidance documents, and identify what insights were gained from these events.
  - c. Provide revision recommendations to current concept in terms of military problem, scope, and solutions. Ensure recommendations support current strategic guidance and the JOpsC family.
  - d. Identify actionable results, i.e., capability documents submitted to JCIDS for processing.
  - e. Suggest requirements for further joint experimentation.
3. Contact Information. Provide submitter's contact information.

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APPENDIX G TO ENCLOSURE B

COMMENT RESOLUTION MATRIX TEMPLATE

**CLASSIFICATION** (Put In Header)

Comment Resolution Matrix

FINAL (G/FO or Planner) Review and Comment

**Concept NAME HERE** - **Classification**

<b>ORG/ REVIEWER</b>	<b>Pg#</b>	<b>Para #</b>	<b>Line #</b>	<b>Class</b>	<b>Comments</b>	<b>A/R/P</b>
Command Directorate Name DSN: XXX- XXXX					<b>Critical:</b>  <b>Recommendation:</b>  <b>Rationale:</b>  <b>Sponsor Comment:</b>	
Command Directorate Name DSN: XXX- XXXX					<b>Substantive:</b>  <b>Recommendation:</b>  <b>Rationale:</b>  <b>Sponsor Comment:</b>	

Command Directorate Name DSN: XXX-XXXX					<b>Administrative:</b>  <b>Recommendation:</b>  <b>Rationale:</b>  <b>Sponsor Comment:</b>	
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**New Mandatory Stage I (O-6) and Stage II (Flag) Comments Format and DOD Components Comments Resolution Matrix Format. Follow procedures below to set up your table:**

- 1) Select New Microsoft Word document: Select Bookman Old Style/12 Pitch Font
- 2) Select File

Select Page Setup  
 Select Margins-Change all to 0.5". Select OK  
 Select Paper Size-Change Orientation to Landscape. Select OK

- 3) Select Table

Select Insert Table  
 Change number of Columns to 7, and select number of rows desired, Select OK  
**Note:** You can add rows by placing the cursor under the last row and then selecting Table/Insert Table/Add # of rows desired

- 4) Select View

Select Header and Footer  
 Type Classification of comments matrix in Header and Footer -14 Pitch/**Bold**/Centered  
**Review the classification of the document and all appendices, enclosures and attachments prior to submission.**

Add the following to Footer, Right Justified, when classified comments are included:

Agency / Office of Origin: \_\_\_\_\_  
 Source(s) of Classified Material: \_\_\_\_\_  
 Reason for Classification: \_\_\_\_\_  
 Declass / Downgrading Instructions: \_\_\_\_\_

**Agency / Office of Origin:**  
**Source(s) of Classified Material:**  
**Reason for Classification:**  
**Declass / Downgrading Instructions:**

5) Fill out the first row exactly as shown in example above using Bookman Old Style/12 Pitch Font.

**Note:**<sup>1</sup> Include the organization and the name and DSN or commercial # of the specific person in the organization that made the comment.

**Note:**<sup>2</sup> In the comment column place only one comment per row: **Critical, Substantive, or Admin** and provide comment, recommendation and rationale as shown in example.

**Note:**<sup>3</sup> Any one **critical** comment will equate to a **Non Concur** on the entire document. Critical comments provided must be resolved in the next version of the document.

**Note:**<sup>4</sup> Any **substantive** or **administrative** comment equates to a **Concur with comments**, and these comments will be considered for incorporation into the next version of the document.

**Note:**<sup>5</sup> The sponsor will respond to the comment with a narrative justification for rejecting or partially agreeing with the assessor's comment. Additionally, this section is used to cite where accepted comments are incorporated in the revised document.

6) The Class column stands for security classification. Place U/C/S for each comment submitted.

**Note:** Column 7, Document Sponsor will annotate an 'A' for accept, 'R' for reject, and 'P' for partially accepting the assessor's comment. (Do not put comments in this column. See note<sup>5</sup>)

**Note:** Please do not add additional columns or eliminate columns, use the format as shown. It is important that all comments are submitted with the seven columns as outlined in the example. If you have General comments for the document that does not correspond to a page # place the word 'GEN' under the page # column (See example). If there is no para # or line # leave blank. If there is a figure on a page that you need to address place figure # under para # column (See example).

This new format will benefit the DOD component sponsor by having the comment resolution matrix already built. The sponsor will just have to review the comments, decide whether to (accept/reject/partial) the comment and then place his response in the matrix. The table format can be sorted by column, which will make it easy to merge all comments and put in the proper order, by page number.

## ENCLOSURE C

### JOINT CONCEPT STEERING GROUP

1. The purpose of the JCSG is to provide visibility on all concept development and experimentation activities as they relate to JOpsC, deconflict and synchronize efforts, stimulate a competition of ideas, and make JOpsC development and revision recommendations to the Joint Staff. Joint Staff/J-7 chairs this group as a means to provide oversight for the Chairman in JOpsC development. The Joint Staff/J-7, Joint Staff/J-8, USJFCOM J-9, Office of the Under Secretary of Defense for Policy (OUSD(P)), OFT, Services and combatant command representatives, FCB members, and concept authors will participate in a quarterly JCSG and provide recommendations for revising current concepts, archiving old concepts, and proposing new concepts. JCSG representatives are responsible for bringing their respective interests to the workshop in order to prioritize the overall JOpsC effort. Prioritization is based on the following criteria: (1) The concept is transformational – offers some improved way of addressing a future, new challenge or issue based upon linkages to strategic guidance, analytic agenda identified gaps, shortfalls, or deficiencies, and JROC-identified capability gaps; and (2) The concept addresses a compelling issue or one that may be critical to investment decisions. Recommendations of the JCSG will be staffed for concurrence via normal joint staff action procedures prior to submission for decision. Joint Staff/J-7 will forward the final JCSG recommendations for approval.

2. Responsibilities of the JCSG participants include:

a. OUSD(P). Presents current SecDef guidance or direction. Presents new or updated DPSs. Represents other offices and/or agencies within OSD.

b. OFT. Provides oversight for the Secretary of Defense on transformation. Presents current or new strategic transformation appraisal recommendations as they relate to JOpsC. Ensures concept selection is focused on core missions but also pursues innovative and new ideas. Provides insights from transformational technologies outside the Department of Defense. Recommends potential JOpsC family members to the JCSG.

c. Services and Combatant Command Representatives. Provide overview on current and individual Service or combatant command concept development efforts. Recommend potential JOpsC family members to the JCSG.

d. Concept Authors. Present status of assigned JOpsC development efforts. Speak to writing, assessment, and revision of assigned concept.

e. Joint Staff/J-7. Functionally responsible to the Chairman for implementation of this directive, providing guidance on concept development and experimentation across the JOpsC family and the integration of potential new ideas and other initiatives into the JOpsC family. Identifies concept gaps in the JOpsC family and recommends potential JOpsC family members to the JCSG regardless of resource constraints. Ensures proposed concepts are aligned with strategic guidance and the JOpsC family.

f. Joint Staff/J-8. Presents the status of capabilities, derived from the JOpsC family, currently in the JCIDS process. Identifies resourcing issues and provides resourcing guidance to other members of the group for conducting capabilities-based assessments. Briefs the status of near-term CONOPS that may effect JOpsC development. Proposes potential concepts to the JCSG based on needs identified by FCBs.

g. USJFCOM J-9. Presents joint experimentation results, insights, and actionable recommendations on JOpsC family development. Provides updates on all joint experimentation efforts as it relates to the JOpsC family. Recommends potential JOpsC family members to the JCSG, as required.

h. Functional Capability Boards (See reference e). Present status of assigned JOpsC development efforts on JFCs and supportability assessments of JOCs. Provide updates on capabilities-based assessments of JICs and the integration of JOpsC-related capabilities into DOTMLPF and policy. Provide insights on other FCB efforts that affect JOpsC development.



## ENCLOSURE D

### JOINT EXPERIMENTATION

#### 1. Introduction

a. Experimentation is the gathering and examining of data in order to draw conclusions. Joint experimentation is an iterative process for assessing the effectiveness of varying proposed joint warfighting concepts, capabilities, or conditions as well as evaluating a concept's proposed solutions. The results of joint experimentation can lead to recommendations for the development of new concepts, the revision of existing concepts, or for changes in DOTMLPF and policy that are required to achieve significant advances in future joint operational capabilities.

b. JOpsC family concept authors will coordinate experimentation with USJFCOM on approved concepts. Concept authors are responsible for the development and implementation of concept specific experimentation plans. Experimentation may also be used to help refine the concept even while it is being developed. The results of experimentation may lead to the identification of new concepts for development. Being functionally responsible to the Chairman for leading JCD&E, USFJCOM will work with the concept author to incorporate appropriate aspects of the JOpsC family into the JCD&E CPlan and to develop and execute an assessment plan before the next revision cycle. For all joint concepts, the author is responsible for capturing and compiling joint experimentation and all other assessment results for use in potential revisions of the concept. USJFCOM is responsible for capturing joint experimentation results and insights from the joint concept community for concepts and including them into a semi-annual report (See Figure D-1). These reports will be used to inform the JCSG in recommending revisions to current concepts, archiving concepts, and proposing new concepts.

2. Types of Joint Experimentation. Below are the different types of joint experimentation that may be conducted on the JOpsC family.

a. Symposiums, Seminars, and Workshops. These forums are designed to examine and discuss issues that are directly related to the subject matter. These forums influence the development of joint concepts by providing a venue to gather recommendations or comments from subject matter experts.

b. Modeling and Simulation (M&S). M&S is a technology and cyber-based method that uses detailed computer models as well as simulators and man-in-the-loop hardware components to explore potential solutions and replicates the condition in which a concept or idea would exist.

c. Advanced Concept Technology Demonstrations (ACTD) and Advanced Technology Demonstrations (ATD). These programs are designed to introduce innovative, mature technologies and related concepts of operation into warfighting use as rapidly as possible. They are also designed to accelerate the transition of capabilities that have shown a positive military utility into programs of record or other means of sustaining warfighting capability. Service and agency ATDs seek to demonstrate the maturity and potential of advanced technologies for enhanced military operations capability or cost effectiveness. The result of this assessment influences joint concept development by revealing potential capabilities that can improve joint force employment.

d. Discovery Experimentation. This effort introduces novel systems, concepts, organizational structures, technologies, or other elements into a setting where their use can be observed and catalogued. Most new concepts will benefit from discovery experimentation as a way of identifying ideas that simply do not work. Good discovery experiments lay the foundation for more rigorous types of experiments where the hypotheses they generate are subject to more assessment and refinement.

e. Limited Objective Experiment. The LOE is a narrowly scoped, analytically focused concept assessment or prototype validation event. It provides final dress rehearsal of a concept or major component of a concept prior to its final validation in a full joint warfighting experiment.

f. Exercises. Exercises are a military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation but may provide insight to potential joint force employment methods.

g. Wargame. The wargame provides the opportunity for members within the joint concept community to compete ideas in the form of an assessment or quantitative analysis. It provides a forum to closely examine the concept, formulate recommendations, and make decisions to generate more viable capabilities and solutions. The two types of wargames are:

(1) Exploratory Wargame. The exploratory wargame is a critical examination of a concept under limited operational conditions to further concept development. It provides the first opportunity to explore a concept in a competitive environment, subject to opposing concepts, actions, and counteractions to identify shortfalls and gaps and plan subsequent concept refinement.

(2) Scrubbing Wargame. The scrubbing wargame is a robust test of a concept in a simulated operational environment to support quantitative analysis. It provides a rigorous examination of a maturing concept under

conditions supporting structured analysis of outcomes to formulate concept maturation strategy.

h. JCD&E Rhythm. USJFCOM develops the biennial JCD&E CPlan and an annual joint experimentation work plan to foster the creation of new concepts and promote discovery. They serve as mechanisms to align the capability development efforts of combatant commands, Services, and interagency, multi-national, and industry partners. The JCD&E CPlan contains coordinating guidance to combatant commands, Services, and Defense agencies for submission of information for joint experimentation work plan development.

(1) Services, combatant commands, and the Joint Staff collaborate with USJFCOM to develop an annual joint experimentation work plan to support the JCD&E CPlan. The annual joint experimentation work plan describes the near term execution plan for joint experimentation. At a minimum, it includes the experimentation events for the next FY, experimentation objectives, participants, timelines, and resources that will be used to support events.

(2) USJFCOM, in collaboration with concept authors and Joint Staff/J-7, is responsible for ensuring assessments of CCJO, JOCs, and JFCs are included in the JCD&E CPlan and annual joint experimentation work plan.

(3) The JCD&E CPlan is approved by and submitted through the Chairman to the Secretary of Defense. The Chairman will produce a JCD&E guidance memorandum to all Services and combatant commands that includes transformational issues submitted by USJFCOM to facilitate deliberate planning and resourcing for joint warfighting experimentation. The Secretary of Defense will receive from USJFCOM a Joint Experimentation Assessment Report annually in June and an annual report on Joint Experimentation Activities in November. The latter report is reviewed and endorsed by the Secretary of Defense. USJFCOM will also present a Joint Experimentation Status and Recommendations Report to the JROC via the FCBs and JCB semi-annually. These assessments are used by USJFCOM to make actionable recommendations for capability and concept development needs.

<b>Due</b>	<b>Task</b>	<b>Lead</b>	<b>Recipient</b>
1 December Biennially	JCD&E Cplan	USFJCOM	SecDef *
1 June Biennially	Biennial JCD&E Guidance	CJCS	COCOMs/Services
1 June Annually	Joint Experimentation Assessment Report	USJFCOM	SecDef *
1 October Annually	Transformational Issues	USJFCOM	JCS
1 December Annually	Annual Report on Joint Experimentation Activities	USJFCOM	SecDef *
1 January and 1 July Annually	Joint Experimentation Status and Recommendations Report	USFJCOM	JROC

\*The Chairman will approve all deliverables before forwarding to the Secretary of Defense

**Figure D-1. Deliverables for Joint Experimentation**

(4) Combatant commands, Services, and other Defense agencies are responsible for participating in the JCD&E planning and execution efforts as well as providing insights and recommendations to USJFCOM on the experimentation they conduct. Services should also provide the opportunity for combatant commands and other agencies to participate in Service-sponsored experimentation. Similarly, combatant commands need to conduct their own experimentation as well as participate in other joint experimentation efforts.

ENCLOSURE E

RESPONSIBILITIES

1. The joint concept community is comprised of the Office of the Secretary of Defense, Joint Staff, combatant commands, Services, and Defense agencies. Members, in accordance with Strategic Planning Guidance, Transformation Planning Guidance, and this instruction, have the following responsibilities:

a. The Office of the Secretary of Defense

(1) Provides joint concept direction through Strategic Planning Guidance, Transformation Planning Guidance, National Defense Strategy, and SecDef memorandums.

(2) Directs the development of JOCs.

(3) Approves CCJO and JOCs.

(4) Approves DPSs.

(5) Issues joint experimentation guidance through Transformation Planning Guidance.

b. The Office of Force Transformation

(1) Provides written comments to the Secretary of Defense on CCJO and JOCs.

(2) Participates in quarterly JCSG meetings.

c. The Office of the Under Secretary of Defense for Policy

(1) Leads the DPS development process.

(2) Participates in quarterly JCSG meetings.

d. The Chairman of the Joint Chiefs of Staff

(1) Recommends modifications to joint experimentation guidance to the Secretary of Defense through Transformation Planning Guidance revisions.

(2) Provides annual joint experimentation guidance memorandum to Services and combatant commands.

(3) Approves JCD&ECP and the Joint Experimentation Assessment Report prior to submission to the Secretary of Defense.

(4) Identifies joint experimentation requirements and forwards to CDRUSJFCOM for integration into JCD&E activities.

(5) Approves forwarding of CCJO and JOCs to the Secretary of Defense for approval.

e. The Joint Chiefs of Staff

(1) Approve JIC development.

(2) Recommend changes to the CCJO and JOCs to the Secretary of Defense.

(3) Convene progress reviews for CCJO and JOCs.

(4) Adjudicate unresolved critical comments from CCJO and JOC comment resolution conferences.

(5) Endorse the JCD&E CPlan for SecDef approval.

f. The Joint Requirements Oversight Council

(1) Convenes progress reviews and approves JFCs.

(2) Approves JICs.

(3) Resources the writing and CBA efforts for JICs.

(4) Assigns FCB lead and CBA team for JIC development.

(5) Approves the results of CBA.

g. Joint Staff/J-7

(1) Publishes and implements this instruction.

(2) Responsible for the JOpsC family development process.

(3) Leads CCJO revision.

(4) Sponsors quarterly JCSG meetings. Establishes agenda and meeting sites for JCSGs.

(5) Participates as the Executive Secretary in quarterly JCSG meetings. Promulgates meeting minutes, consolidates recommendations, conducts formal staffing, and presents recommendations to the Chairman for approval.

(6) Provides oversight and guidance to concept authors during the JOpsC development process.

(7) Assesses draft concepts for consistency with, and supportiveness of, approved JOpsC members.

(8) Coordinates with JOpsC family concept authors to establish timelines and plans of action.

(9) Supports the administrative functions of planner and G/FO staffing for organizations without access to the JSAP system.

(10) Provides concept status to FCBs as needed.

(11) Arranges, conducts, and participates in Red Team reviews for JOpsC family writing and revision efforts.

(12) Coordinates with concept authors to establish a Critical Comment Resolution Conference, as required.

(13) Coordinates JCS out briefs for CCJO, JOCs, and JICs.

(14) Leads development of Blue CONOPS for DPSs.

(15) Manages the revision process to ensure proper strategic influence and sequence within JOpsC.

(16) Maintains the JOpsC family archive for all concepts.

(17) Provides recommendations to the Chairman on annual CJCS Joint Concept Development and Experimentation Guidance.

h. Joint Staff/J-8

(1) Responsible for identifying, assessing, and prioritizing joint military capability needs.

(2) Provides oversight on near-term CONOPS that enter the JCIDS process.

(3) Participates in quarterly JCSG meetings.

(4) Briefs at quarterly JCSG meetings the status of near-term CONOPS that may effect JOpsC development.

(5) Responsible for identifying the appropriate FCB lead for JFC writing, development, and revision.

(6) Coordinates the conduct of CBA on JICs. Provides CBA results and/or recommendations for use in JCS out brief.

(7) Ensures joint capability solution recommendations are addressed in accordance with references f and g.

(8) Provides a venue for informing the joint concept community on the status of capabilities integration.

i. USJFCOM

(1) Develops a biennial JCD&E CPlan for CJCS approval and forwarding to the Secretary of Defense.

(2) Coordinates with Services, combatant commands, and Defense agencies to develop an annual joint experimentation work plan for CJCS review.

(3) Incorporates annual CJCS JCD&E guidance into annual joint experimentation work plan.

(4) Coordinates the JCD&E efforts to support joint interoperability and identify required joint warfighting capabilities.

(5) Conducts joint experimentation to evaluate and inform current concepts and leads the development, exploration, and integration of new warfighting concepts.

(6) Provides joint experimentation results to the joint concept community.

(7) In coordination with other combatant commanders, integrates combined, multinational, and interagency concepts and capabilities into the JOpsC family.

(8) Leads the writing and revision effort of new joint warfighting concepts as assigned.



(9) Conducts joint experimentation on assigned concepts and assists other concept authors in the determining the type and appropriate venues to support their writing requirements.

(10) Assesses effectiveness of JOpsC assessment and provide findings to the Chairman.

(11) Collaborates with Joint Staff/J-7 in the revision of CCJO.

(12) Provides concept development subject matter experts to support the joint concept community.

(13) Provides the JROC with a semiannual joint experimentation status and recommendations report.

(14) Develops combined operational warfighting concepts and integrates multi-national and interagency transformation efforts with JCD&E in coordination with other combatant commands.

(15) Participates in quarterly JCSG meetings. Hosts JCSG as required.

(16) Assists in the conduct of LOE and wargames on JICs (except CBA) as required.

(17) Coordinates with DIA to update the joint operational environment.

(18) Provides a venue for capturing and viewing results and insights from all joint experimentation efforts.

j. FCBs (On behalf of the JROC)

(1) Write, assess, and revise JFCs.

(2) Provide assessment results to JCSG.

(3) Recommend new concepts to JCSG.

(4) Participate in quarterly JCSG meetings.

(5) Develop CBA study plan for JICs.

(6) Support the administrative functions of planner and G/FO staffing for organizations without access to the JSAP staffing process.

(7) Inform Joint Staff/J-7 on near-term and far-term initiatives that have potential impact on the development of concepts.

(8) Inform Joint Staff/J-7 and concept authors on JCIDS activities that affect JOpsC development.

(9) Provide a forum for discussing JOpsC initiation, writing, assessment, and revision issues.

(10) Oversee a capability-based assessment, as assigned by the JROC, and leverage the expertise of the Services and combatant commands.

(11) Assist in the development of appropriate joint capabilities document or initial capabilities document as a result of assessments.

(12) Ensure that joint capability recommendations are consistent with the JOpsC family and support joint warfighting needs.

(13) Establish CBA criteria that define acceptable standards for JIC writing efforts.

(14) Coordinate joint experimentation on JFCs and JICs with USJFCOM, as necessary.

k. Combatant Commands, Services, and Defense Agencies

(1) Nominate concepts into the JOpsC family.

(2) Identify and provide venues for JOpsC assessment during development of JCD&E CPlan and annual joint experimentation work plan.

(3) Coordinate with USJFCOM for integrating combatant command, Service, and Defense agencies' assessment and experimentation results into the following reports:

(a) TPG-directed Joint Experimentation Assessment Report, annually.

(b) TPG-directed Joint Concept Development and Experimentation Campaign Plan, biennially.

(c) Joint Experimentation Report to Congress, annually.

(d) Joint Experimentation Status and Recommendations Report including actionable recommendation, semi-annually.

(e) Transformational issues to JCS, annually.

- (4) Develop transformation roadmaps as directed by TPG.
- (5) Participate in quarterly JCSG meetings.
- (6) Lead writing and revision efforts of new joint concepts as assigned.

1. Concept Authors

- (1) Write, assess, and revise assigned joint concepts in collaboration with Joint Concept Community.
- (2) Participate in quarterly JCSG meetings.
- (3) Participate in Red Team reviews
- (4) Conduct and/or participate in comment resolution conferences.
- (5) Coordinate with Joint Staff/J-7 prior to formal staffing of concept documents.
- (6) Coordinate assessment efforts with FCBs and USJFCOM in support of LOEs and wargames on JICs.
- (7) Coordinate experimentation efforts with USJFCOM.
- (8) Provide Joint Staff/J-7 with lessons learned after completion of the concept writing phase.
- (9) Provide briefings to senior leadership as required.
- (10) Coordinate with Joint Staff/J-7 to establish a timeline for concept writing, assessment, and revision.
- (11) Coordinate with FCB resourced and assigned to conduct CBA.
- (12) During the course of JIC writing, review strategic guidance and assumptions established in DPSs as part of the DOD analytic agenda.

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ENCLOSURE F

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- k. Secretary of Defense, National Defense Strategy, 2005
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- o. Secretary of Defense memorandum, 31 October 2003, "Initiation of a Joint Capabilities Development Process"
- p. USJFCOM, March 2004, "Joint Concept Development and Experimentation Campaign Plan FY 2004-2011"

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r. "DART Review of Joint Operating Concepts and Joint Functional Concepts," 13 October 2003, Dr. Jim Miller, DART

## GLOSSARY

### PART I--ABBREVIATIONS AND ACRONYMS

ACTD	Advanced Concept Technology Demonstrations
ATD	Advanced Technology Demonstrations
CBA	capabilities-based assessment
CCJO	capstone concept for joint operations
CDRUSJFCOM	Commander, United States Joint Forces Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COCOMS	combatant commands
CONOPS	concept of operations
DART	Defense Adaptive Red Team
DJS	Director, Joint Staff
DJSM	Director, Joint Staff memorandum
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel and facilities
DOD	Department of Defense
DPS	defense planning scenario
FCB	Functional Capabilities Board
FYDP	Future Years Defense Program
G/FO	general/flag officer
JCA	joint capability area
JCB	Joint Capabilities Board
JCD&E	joint concept development and experimentation
JCS	Joint Chiefs of Staff
JCIDS	Joint Capabilities Integration and Development System
JCSG	Joint Concept Steering Group
JFC	joint functional concept
JIC	joint integrating concept
JOC	joint operating concept
JOpsC	Joint Operations Concepts
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council memorandum
JSAP	Joint Staff Action Process

KMDS	knowledge management decision support
NIC	National Intelligence Council
NDS	National Defense Strategy
NMS	National Military Strategy
NSS	National Security Strategy
OFT	Office of Force Transformation
OpsDepts	Operations Deputies
OSD	Office of the Secretary of Defense
OUSD	Office of the Under Secretary of Defense
OUSD(P)	Office of the Under Secretary of Defense for Policy
PPBE	planning, programming, budgeting and execution
QDR	Quadrennial Defense Review
ROMO	range of military operations
SecDef	Secretary of Defense
USJFCOM	US Joint Forces Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff



## GLOSSARY

### PART II--DEFINITIONS

Dictionary definitions of many of the words below are broad or multi-faceted, and overlap many similar words in meaning. Doctrinal definitions often have a specific narrow context, and may not be optimal for use in concepts. This lexicon standardizes terminology for use in concept development. It does not rewrite doctrine or any Service's terminology. However, over time, some of these definitions may be considered for migration into doctrine.

analysis. An examination of a concept using quantitative and qualitative measures to assess potential capabilities. It produces metrics that are applied to assumptions and risks and to formulate recommendations and support decisions.

analytic agenda. A timeline for the development of defense planning scenarios, multi-Service force deployment documents, and analytical baselines for use in strategic analyses; based upon scenario priorities identified by the Under Secretary of Defense for Policy.

assessment. The process by which joint experimentation and/or analysis is conducted on the solutions, capabilities, or tasks identified in the concept to ascertain its value or worth.

assumption. A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.

attribute. A quantitative or qualitative characteristic of an element or its actions.

capability. The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

characteristic. A desirable trait, quality, or property that distinguishes how the future joint force should conduct military operations.

concept. A notion or statement of an idea -- an expression of how something might be done.

condition. Variable of the operational environment, including a scenario that affects task performance.

effect. A change to a condition, behavior, or degree of freedom.

endstate. The set of conditions, behaviors, and freedoms that defines achievement of the commander's mission.

measure. The basis for describing varying levels of task performance.

mission. The purpose (objectives and endstate) assigned to the commander.

objective. A desired end derived from guidance.

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

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.

vignette. A concise narrative description that illustrates and summarizes pertinent circumstances and events from a scenario.