

(Sample Only) Find this and other SMARTbooks at: www.TheLightningPress.com

THE **Joint Forces** Operations & Doctrine



Dept of Defense
Joint Staff
Interagency
Multinational
Combatant Commands
Joint Task Forces
Air Force
Navy
Marines

Multi-Service Reference!

Designed for all levels of
Soldiers, Sailors, Airmen,
Marines & Civilians

JP 1
JP 3-0
JP 4-0
JP 5-0
plus 10 more!

**Joint Doctrine
Fundamentals**

**Joint
Operations**

**Joint Operation
Planning**

**Joint
Logistics**

**Joint Task Forces
(JTFs)**

**Information
Operations**

**Multinational
Operations**

**Interagency,
Intergovernmental
& NGO Coordination**

**Guide to
Joint, Multinational &
Interagency Operations**

THIRD Revised Edition

SMARTBOOK

The Lightning Press
Norman M. Wade



Use one file across your multiple devices!

Digital SMARTbooks

With just one file across your multiple devices, our digital companion series offers many ways to STAY SMART!

SMARTbooks are now offered in your choice of hard copy, digital, or both formats! Digital SMARTbooks are designed to be side-by-side digital companions to our hard copy SMARTbooks. Access your entire SMARTbook digital library on your portable device when you're traveling, or use the hard copy edition in secure facilities (SCIF), combat or field environments.



Digital SMARTbooks are available in two versions, PDF and ePub. The PDF-based version is best for PC/MAC and tablet devices (like the iPad and Galaxy Tab). This version keeps the graphic layout and design of our SMARTbooks intact (for this reason, we recommend the PDF-based versions of our Digital SMARTbooks as they most closely replicate our hard copy editions). The ePub versions are composed of reflowable content and are best for e-ink devices like the Sony Reader or on devices with smaller screens such as mobile phones.

Features of our Digital SMARTbooks

(Some features may be limited by the capabilities of the particular device and/or software.)

- **Use your digital SMARTbook across your multiple devices.** With one file, you can read and transfer our digital SMARTbooks (eBooks) across 85+ devices and applications that support Adobe eBook DRM. Our digital SMARTbooks are authorized to a user's Adobe ID and can be transferred to up to six devices and six computers via Adobe Digital Editions.
- **Fully Interactive and Hyperlinked.** Find your information quickly and intuitively! In addition to the Table of Contents, our A-B-C and 1-2-3 charts are fully linked and interactive, as well as page jumps (e.g., *See pp. ____ for further discussion*) and the index.
- **Search and Jump-to Page Numbers.** Get to a subject or specific page number quickly by entering it in the "Search" field.
- **Side-by-Side (Portrait/Landscape) Views.** Switch between portrait or landscape orientation (based on your device or app), or select "Side-by-Side". This features displays our multi-page layouts and side charts as intended.
- **Print and Copy features.** At a course or on TDY and need a copy of a particular chart or diagram? Our digital SMARTbooks allow you to print and copy up to 20 pages for personal use.
- **Bookmarking and Reader Notes.** You can add bookmarks to quickly navigate around a document, plus you can add your own reader notes.

Visit www.TheLightningPress.com for complete details!

THE **Joint Forces** Operations & Doctrine



**Dept of Defense
Joint Staff
Interagency
Multinational
Combatant Commands
Joint Task Forces
Air Force
Navy
Marines
Army**

SMARTbook

**Guide to Joint, Multinational &
Interagency Operations**

3rd Revised Edition

The Lightning Press
Norman M. Wade



The Lightning Press



2227 Arrowhead Blvd.

Lakeland, FL 33813

24-hour Voicemail/Fax/Order: 1-800-997-8827

E-mail: SMARTbooks@TheLightningPress.com

www.TheLightningPress.com

3rd Revised Edition

The Joint Forces Operations & Doctrine SMARTbook

Guide to Joint, Multinational & Interagency Operations

Copyright © 2012 Norman M. Wade

ISBN: 978-1-935886-15-0

This is the Third Revised Edition of The Joint Forces Operations & Doctrine SMARTbook, updated with the Aug 2011 versions of JP 3-0 Joint Operations and JP 5-0 Joint Operations Planning.

All Rights Reserved

No part of this book may be reproduced or utilized in any form or other means, electronic or mechanical, including photocopying, recording or by any information storage and retrieval systems, without permission in writing by the publisher. Inquiries should be addressed to The Lightning Press.

Notice of Liability

The information in this SMARTbook and quick reference guide is distributed on an "As Is" basis, without warranty. While every precaution has been taken to ensure the reliability and accuracy of all data and contents, neither the author nor The Lightning Press shall have any liability to any person or entity with respect to liability, loss, or damage caused directly or indirectly by the contents of this book. If there is a discrepancy, refer to the source document. This SMARTbook does not contain classified or sensitive information restricted from public release.

"The views presented in this publication are those of the author and do not necessarily represent the views of the Department of Defense or its components."

SMARTbook is a trademark of The Lightning Press.

About our cover photo: U.S. airmen and soldiers prepare for Operation Lewis and Clark on Joint Base Balad, Iraq, Sept. 11, 2008. Operation Lewis and Clark is a joint patrol to introduce airmen to Balad's outer perimeter, an area in which they will assume responsibility from the Army. U.S. Air Force photo by Staff Sgt. Aaron Allmon. Other images courtesy Department of Defense.

Printed and bound in the United States of America.



Editor's Notes

Guide to Joint, Multinational & Interagency Operations

This is the Third Revised Edition of The Joint Forces Operations & Doctrine SMARTbook, completely updated and aligned with the Aug 2011 versions of JP 3-0 Joint Operations and JP 5-0 Joint Operations Planning. It is designed for use by ALL SERVICES and JOINT FORCES across the tactical, operational and strategic levels of war.

The nature of the challenges to the United States and its interests demand that the Armed Forces operate as a fully integrated joint team across the range of military operations. The synergy that results from the integration and synchronization of Service components' capabilities under a single joint force commander maximizes the effectiveness and efficiency of the force.

Military operations vary in scope, purpose, and conflict intensity across a range that extends from military engagement, security cooperation, and deterrence activities to crisis response and limited contingency operations and, if necessary, to major operations and campaigns.

Joint operation planning consists of planning activities associated with joint military operations by combatant commanders and their subordinate joint force commanders in response to contingencies and crises.

Achieving national strategic objectives requires effective unified action resulting in unity of effort -- to include interagency, intergovernmental, nongovernmental and multinational partners. This is accomplished by collaboration, synchronization, and coordination in the use of the diplomatic, informational, military, and economic instruments of national power.

SMARTbooks - The Essentials of Warfighting!

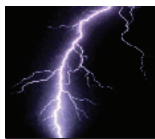
The Joint Forces Operations & Doctrine SMARTbook represents the keystone title of our series of military reference SMARTbooks. Recognized as the doctrinal reference standard by military professionals around the world, SMARTbooks are designed with all levels of Soldiers, Sailors, Airmen, Marines and Civilians in mind.



SMARTbooks can be used as quick reference guides during combat operations, as study guides at military education and professional development courses, and as lesson plans and checklists in support of training. Serving a generation of warfighters, military reference SMARTbooks have become "mission-essential" around the world. **SMARTbooks are now offered in your choice of hard copy, digital, or both formats!** Visit www.TheLightningPress.com for complete details!

SMARTregister for Updates

Keep your SMARTbooks up-to-date! The Lightning Press will provide e-mail notification of updates, revisions and changes to our SMARTbooks. Users can register their SMARTbooks online at www.TheLightningPress.com. Updates and their prices will be announced by e-mail as significant changes or revised editions are published.



References

The following references were used to compile The Joint Forces Operations & Doctrine SMARTbook. All references are considered public domain, available to the general public, and designated as “approved for public release; distribution is unlimited.” The Joint Forces Operations & Doctrine SMARTbook does not contain classified or sensitive material restricted from public release.

This is the Third Revised Edition of The Joint Forces Operations & Doctrine SMARTbook, completely updated and aligned with the Aug 2011 versions of JP 3-0 Joint Operations and JP 5-0 Joint Operations Planning.

Joint Publications (JPs)

JP 1	May 2007	Doctrine for the Armed Forces of the United States
JP 3-0*	Aug 2011	Joint Operations
JP 3-08 (Vol I)	Mar 2006	Interagency, Intergovernmental Organization and Nongovernmental Coordination During Joint Operations, Vol I
JP 3-08 (Vol II)	Mar 2006	Interagency, Intergovernmental Organization and Nongovernmental Coordination During Joint Operations, Vol II
JP 3-13	Feb 2006	Information Operations
JP 3-16	Mar 2007	Multinational Operations
JP 3-33	Feb 2007	Joint Task Force Headquarters
JP 3-60	Apr 2007	Joint Targeting
JP 4-0	Jul 2008	Joint Logistics
JP 5-0*	Aug 2011	Joint Operation Planning

Chairman of The Joint Chiefs of Staff Instructions (CJCSI)

CJCSI 3100.01A	Dec 2008	Joint Strategic Planning System
CJCSI 3113.01A	Oct 2006	Responsibilities for the Coordination and Review of Security Cooperation Strategies
CJCSI 8501.01A	Dec 2004	Planning, Programming, Budgeting, and Execution System

Other Publications and Manuals

CJCS Guide 3501	Jul 2008	The Joint Training System: A Primer for Senior Leaders
ADP 3-0	Oct 11	Unified Land Operations (Army)
AFDD1	Oct 11	Air Force Basic Doctrine

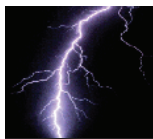


Table of Contents

Chap 1

Joint Doctrine Fundamentals

I. Joint Doctrine Foundations.....	1-1
I. Fundamentals.....	1-1
II. The Strategic Security Environment.....	1-3
III. Instruments of National Power.....	1-4
IV. Termination of Operations.....	1-6
II. Unified Direction of Armed Forces	1-7
I. Unified Action.....	1-7
II. National Strategic Direction	1-7
III. The Chain of Command.....	1-9
IV. Relationship between Combatant Commanders, Military Secretaries, Service Chiefs, and Forces	1-10
V. Legal Considerations	1-10
III. The Department of Defense.....	1-11
I. The Secretary of Defense (SecDef).....	1-11
II. Functions and Responsibilities of the DOD	1-12
III. Executive Agents (EA).....	1-12
IV. The Joint Chiefs of Staff (JCS).....	1-13
I. Chairman of the Joint Chiefs of Staff (CJCS)	1-14
II. Vice Chairman of the Joint Chiefs of Staff	1-16
III. The Military Chiefs	1-16
IV. The Joint Staff.....	1-16
V. The Military Departments and Services	1-17
I. U.S. Army.....	1-18
II. U.S. Air Force	1-21
III. U.S. Navy.....	1-22
IV. U.S. Marine Corps	1-24
V. U.S. Coast Guard	1-26
Common Functions of the Military Services	1-28
VI. The Combatant Commands (COCOMs)	1-29
The Unified Command Plan (UCP).....	1-29
- UCP Areas of Responsibility	1-30
Geographic Combatant Commanders (GCCs).....	1-32
U.S. Northern Command.....	1-32
U.S. Pacific Command	1-32
U.S. Southern Command	1-33
U.S. Central Command	1-33
U.S. European Command	1-33
U.S. Africa Command	1-33
Functional Combatant Commands (FCCs).....	1-34
U.S. Special Operations Command	1-34

U.S. Transportation Command	1-34
U.S. Strategic Command	1-34
VII. Joint Commands	1-35
Basis for Establishing Joint Commands	1-35
I. Unified Command	1-36
II. Specified Command	1-39
III. Subordinate Unified Command	1-42
IV. Joint Task Force	1-42
Organizing Joint Forces	1-41
VIII. Doctrine for Joint Command and Control	1-43
I. Command Relationships	1-43
A. Combatant Command (COCOM) - Command Authority	1-46
B. Operational Control (OPCON)	1-48
C. Tactical Control (TACON)	1-49
II. Support	1-49
Categories of Support	1-50
A. General Support	1-50
B. Mutual Support	1-50
C. Direct Support	1-50
D. Close Support	1-50
III. Other Authorities	1-51
A. Administrative Control (ADCON)	1-51
B. Coordinating Authority	1-51
C. Direct Liaison Authorized (DIRLAUTH)	1-51
IV. Command of National Guard and Reserve Forces	1-52

Chap 2

Joint Operations

I. Fundamentals of Joint Operations	2-1
Strategic Environment and National Security Challenges	2-1
I. Principles of Joint Operations	2-2
- Principles of War	2-2
- Additional Principles of Joint Operations	2-3
- Common Operating Precepts	2-3
II. Levels of War	2-4
A. Strategic Level	2-5
B. Operational Level	2-5
C. Tactical Level	2-5
Instruments of National Power and the Range of Military Operations	2-6
Strategic Guidance	2-6
Unified Action	2-6
II. The Art of Joint Command	2-7
I. Art of Command	2-7
II. Commander-Centric Leadership	2-7
III. Operational Art	2-8
IV. Operational Design	2-9
V. Joint Operation Planning	2-10
VI. Assessment	2-10

III. Joint Functions.....	2-11
I. Command and Control (C2).....	2-12
II. Intelligence.....	2-18
III. Fires.....	2-19
IV. Movement and Maneuver.....	2-21
V. Protection.....	2-22
VI. Sustainment.....	2-24
IV. Organizing for Joint Operations	2-25
I. Organizing the Joint Force.....	2-25
A. Joint Force Options.....	2-25
B. Component Options.....	2-28
II. Understanding the Operational Environment.....	2-26
- Physical Areas and Factors.....	2-26
- Information Environment.....	2-27
- PMESII (Systems Analysis) - A Systems Perspective.....	2-27
III. Organizing the Joint Force Headquarters.....	2-28
IV. Visualizing the Operational Environment.....	2-29
V. Organizing Operational Areas.....	2-30
A. Combatant Command-Level Areas.....	2-30
B. Operational- and Tactical-Level Areas.....	2-31
C. Contiguous and Noncontiguous Operational Areas.....	2-32
V. The Range of Military Operations (ROMO)	2-33
I. Range of Military Operations (ROMO).....	2-33
II. Flexible Deterrent Options (FDOs).....	2-34
III. Flexible Response Options (FROs).....	2-35
IV. Military Operations and Related Missions, Tasks, and Actions.....	2-36
V(a). Military Engagement, Security Cooperation, and Deterrence	2-37
I. Typical Operations.....	2-39
A. Engagement.....	2-39
B. Emergency Preparedness.....	2-39
C. Arms Control, Nonproliferation, and Disarmament.....	2-39
D. Combating Terrorism.....	2-39
1. Antiterrorism.....	2-40
2. Counterterrorism.....	2-40
E. DoD Support to Counterdrug (CD) Operations.....	2-40
F. Enforcement of Sanctions.....	2-40
G. Enforcing Exclusion Zones.....	2-40
H. Ensuring Freedom of Navigation and Overflight.....	2-41
I. Nation Assistance.....	2-42
1. Security Assistance (SA).....	2-43
2. Foreign Internal Defense (FID).....	2-43
3. Security Force Assistance (SFA).....	2-43
4. Humanitarian and Civic Assistance.....	2-43
J. Protection of Shipping.....	2-42
K. Show of Force Operations.....	2-42
L. Support to Insurgency.....	2-42
M. Counterinsurgency.....	2-42
II. Other Considerations.....	2-44
A. Interagency, Intergovernmental, and Nongovernmental Organizations and Host Nation Coordination.....	2-44
B. Information Sharing.....	2-44
C. Cultural Awareness.....	2-44

V(b). Crisis Response and Limited Contingency Operations ...2-45

I. Typical Crisis Response Operations	2-46
A. Noncombatant Evacuation Operations (NEO)	2-46
B. Peace Operations (PO)	2-47
C. Foreign Humanitarian Assistance (FHA)	2-47
D. Recovery Operations	2-47
E. Strikes and Raids	2-47
II. Unique Considerations	2-48
III. Homeland Defense and Defense Support to Civil Authorities (DSCA)	2-50

V(c). Major Operations and Campaigns2-51

The Balance of Offense, Defense, and Stability Operations	2-52
I. Considerations for Shaping	2-54
II. Considerations for Deterrence	2-56
III. Considerations for Seizing the Initiative	2-58
- Force Projection and Forcible Entry	2-60
IV. Considerations for Dominance	2-64
- Areas of Operations and Linear/Nonlinear Operations	2-66
V. Considerations for Stabilization	2-68
- Stability Operations	2-70
VI. Considerations for Enabling Civil Authority	2-69
- Redeployment	2-72

Chap 3

Joint Operation Planning

I. Role of Joint Operation Planning.....3-1

II(a). Strategic Direction3-3

I. National, Defense, and Military Guidance	3-3
A. National Security Council (NSC) System	3-3
B. National Security Strategy (NSS)	3-4
C. Department of Defense	3-4
- National Defense Strategy (NDS)	3-4
- Quadrennial Defense Review (QDR)	3-4
- Unified Command Plan (UCP)	3-4
- Guidance for Employment of the Force (GEF)	3-4
II. Joint Strategic Planning System (JSPS)	3-5
A. National Military Strategy (NMS)	3-6
B. Joint Strategic Capabilities Plan (JSCP)	3-6
C. Global Force Management Implementation Guidance (GFMIG)	3-6
- Joint Planning and Execution Community (JPEC)	3-7
III. Geographic Combatant Commanders	3-8
A. Strategic Estimate	3-8
- Notional Strategic Estimate Format	3-9
B. Theater Strategy	3-8
IV. Strategic Communication (SC)	3-10
V. Interagency and Multinational Partners	3-11
VI. Adaptive Planning and Execution (APEX)	3-12
- Joint Operation Planning	3-13

VII. Operational Activities	3-14
A. Situational Awareness.....	3-14
B. Planning.....	3-14
C. Execution.....	3-14
II(b). Deliberate & Crisis Action Planning.....	3-19
- Deliberate Planning and Crisis Action Planning Comparison	3-21
I. Deliberate Planning	3-20
A. Campaign Plans (Theater or Global)	3-20
B. Contingency Plans	3-22
* Supporting Plans.....	3-22
II. Crisis Action Planning (CAP)	3-26
* Interorganizational Planning and Coordination	3-30
III. Operational Art and Design	3-31
I. Operational Art.....	3-31
II. Operational Approach Methodology	3-36
A. Understand the Strategic Direction	3-36
B. Understand the Operational Environment.....	3-37
C. Define the Problem	3-39
* Develop the Operational Approach	3-40
III. Elements of Operational Design.....	3-41
- Analysis of Friendly and Adversary COGs	3-44
- Defeat and Stability Mechanisms.....	3-46
- Arranging Operations	3-48
IV. Phasing a Joint Operation (Phasing Model).....	3-50
- Shape (Phase 0)	3-51
- Deter (Phase I).....	3-51
- Seize Initiative (Phase II)	3-51
- Dominate (Phase III)	3-52
- Stabilize (Phase IV).....	3-52
- Enable Civil Authority (Phase V)	3-52
IV(a). Joint Operation Planning Process (JOPP).....	3-53
- Joint Intelligence Preparation of the Operational Environment (JIPOE).....	3-56
I. Planning Initiation	3-54
II. Mission Analysis	3-54
III. Course of Action Development	3-70
IV. Course of Action Analysis (Wargaming)	3-79
V. Course of Action Comparison.....	3-86
VI. Course of Action Approval.....	3-90
VII. Plan or Order Development.....	3-94
Transition	3-98
IV(b). Joint Operation Plan (OPLAN) Format	3-99
V. Assessment	3-105
I. Assessment Process	3-106
A. Monitoring	3-106
B. Evaluating	3-106
C. Recommending or Directing Action	3-107
II. Assessment Levels and Measures	3-108
VI. Fundamentals of Joint Targeting.....	3-109
I. Target Defined	3-109
II. Joint Targeting Categories	3-110
III. Principles of Targeting	3-110
IV. Joint Force Targeting Responsibilities	3-110
V. Joint Force Targeting Cycle	3-112

Chap 4

Joint Logistics

I. Joint Logistics Overview	4-1
I. Joint Logistics	4-1
II. Sustainment as a Joint Function.....	4-1
III. The Joint Logistics Environment (JLE)	4-2
IV. Joint Logistics Imperatives	4-4
II. Core Logistics Capabilities	4-5
III. Planning Joint Logistics	4-7
I. Planning Functions	4-7
II. Principles of Logistics	4-9
III. Support Plan Development.....	4-10
IV. Joint Logistic Planning Considerations.....	4-12
IV. Controlling/Executing Joint Logistics.....	4-13
I. Authorities and Responsibilities	4-13
II. Executing Joint Logistics	4-15
III. Logistics Directorate, J-4	4-16
IV. Logistics Execution Organizations.....	4-17
- Service Logistic Control Structures	4-17
- USTRANSCOM.....	4-17
- Defense Logistics Agency (DLA).....	4-17
- Defense Contract Management Agency (DCMA)	4-17
- Defense Security Cooperation Agency (DSCA).....	4-17
V. Service Logistics Control Structures.....	4-18
VI. Framework for Joint Logistics.....	4-20
VII. Joint Logistic Boards, Offices, Centers, Cells, and Groups.....	4-21
VIII. Multinational and Interagency Agreements	4-22

Chap 5

Joint Task Forces (JTFs)

I. Joint Task Forces (JTF) Overview	5-1
Joint Task Force Establishing Authority Responsibilities	5-2
II. JTF Headquarters Organization & Staffing	5-3
I. Options for Forming a JTF Staff	5-3
II. Typical Joint Task Force Organization	5-5
III. JTF Staff Directorates	5-6
IV. Centers, Groups, Bureaus, Cells, Offices, Elements,	5-8
Boards, Working Groups and Planning Teams	
V. JTF Liaison	5-10
VI. JTF Augmentation	5-12

III. Joint Task Force Subordinate Commands.....	5-13
I. Service Component Commands.....	5-14
II. Functional Component Commands	5-15
A. Joint Force Air Component Commander (JFACC).....	5-16
B. Joint Force Land Component Commander (JFLCC)	5-16
C. Joint Force Maritime Component Commander (JFMCC).....	5-17
D. Joint Force Special Operations Component Commander (JFSOCC)	5-17
III. Special Purpose Subordinate Task Forces.....	5-18
A. Joint Civil-Military Operations Task Force (JCMOTF).....	5-18
B. Joint Psychological Operations Task Force (JPOTF)	5-18
IV. Joint Task Force Command & Control	5-19
I. JTF Headquarters Management Process.....	5-19
A. Information Management.....	5-19
B. Commander's Decision Cycle.....	5-19
C. HQ Battle Rhythm.....	5-20
II. Role of the JTF Commander	5-22

Chap 6

Information Operations

I. Information Operations Overview.....	6-1
Information Operations Integration	6-1
I. Principles of Information Operations	6-2
II. Strategic Communication.....	6-2
III. The Information Environment	6-3
IV. Integration of IO into Military Operations.....	6-4
II. Core, Supporting & Related IO Capabilities.....	6-5
I. Core IO Capabilities.....	6-6
- Psychological Operations (PSYOP).....	6-6
- Military Deception (MILDEC).....	6-6
- Operations Security (OPSEC).....	6-7
- Electronic Warfare (EW)	6-7
- Computer Network Operations (CNO)	6-7
II. IO Supporting Capabilities	6-8
- Information Assurance (IA).....	6-8
- Physical Security.....	6-8
- Physical Attack	6-9
- Counterintelligence (CI)	6-9
- Combat Camera.....	6-9
III. IO Related Capabilities	6-10
- Public Affairs (PA)	6-10
- Civil-Military Operations (CMO)	6-10
- Defense Support to Public Diplomacy (DSPD)	6-10
III. IO Responsibilities and Command Relationships.....	6-11
I. Authorities and Responsibilities	6-11
II. Joint IO Roles and Responsibilities	6-11
III. Organizing for Joint IO	6-12
IV. DOD and IA Support to Information Operations	6-14
IV. IO Planning and Coordination.....	6-15
I. Information Operations Planning	6-15
II. IO Planning Considerations.....	6-16

Chap 7

Multinational Operations

I. Fundamentals of Multinational Operations.....	7-1
I. Strategic Context	7-1
II. Range of Multinational Military Operations	7-2
III. Security Cooperation	7-2
IV. Multinational Unity of Effort.....	7-3
V. Rationalization, Standardization, and Interoperability (RSI)	7-4
II. Multinational Command and Coordination	7-5
I. Chains of Command in Multinational Operations	7-5
II. Command Structures of Forces in Multinational Operations	7-6
III. Multinational Planning and Execution.....	7-7
I. Political and Military Considerations.....	7-7
II. Factors in Multinational Participation	7-8
III. Building and Maintaining a Multinational Force	7-10

Chap 8

Interagency, IGO & NGO Coordination

I. Overview of Interagency, IGO & NGO Coordination	8-1
I. Command Relationships.....	8-1
II. Interagency Unity of Effort	8-2
A. National Security Council (NSC).....	8-2
B. Homeland Security Council (HSC).....	8-2
III. National Strategy for Homeland Security.....	8-3
IV. Organization Structure in Foreign Countries	8-4
V. Interagency, IGO and NGOs.....	8-6
A. United States Government (USG) Agencies.....	8-6
B. Nongovernmental Organizations (NGOs).....	8-6
C. Regional and Intergovernmental Organizations	8-6
D. Humanitarian Assistance Organizations (and UN)	8-7
VI. Joint Interagency Coordinating Group (JIACG).....	8-8
II. Organizing for Success	8-9
I. Forming a Joint Task Force (JTF).....	8-9
II. Interagency and Nongovernmental Organization Response	8-10
A. Domestic Operations	8-10
B. Crisis Response: Foreign Operations.....	8-11
III. Civil-Military Operations Center (CMOC).....	8-12

I. Joint Doctrine Foundations

Ref: JP 1, *Doctrine for the Armed Forces of the United States* (May '07), chap. I.

I. Fundamentals

Joint Publication 1 (JP 1) provides overarching guidance for the employment of the Armed Forces of the United States. It is the capstone publication of the United States (US) joint doctrine hierarchy. As such, it is a bridge between policy and doctrine. It sets the conditions for further detailed treatment of all aspects of joint war fighting in subordinate publications. Joint doctrine presents fundamental principles that guide the employment of US military forces in coordinated and integrated action toward a common objective. It promotes a common perspective from which to plan, train, and conduct military operations.

War: A Complex Human Undertaking

War is socially sanctioned violence to achieve a political purpose. In its essence, war is a violent clash of wills. War is a complex, human undertaking that does not respond to deterministic rules. Clausewitz described it as "the continuation of politics by other means." It is characterized by the shifting interplay of a trinity of forces (rational, non-rational, and irrational) connected by principal actors that comprise a social trinity of the people, military forces, and the government. He noted that the conduct of war combines obstacles such as friction, chance, and uncertainty. The cumulative effect of these obstacles is often described as "the fog of war." These observations remain true today and place a burden on the commander (CDR) to remain responsive, versatile, and adaptive in real time to seize opportunities and reduce vulnerabilities. This is the art of war.

As a nation, the United States wages war employing all instruments of national power – diplomatic, informational, military, and economic. The President employs the Armed Forces of the United States to achieve national strategic objectives. Decisive unified action ensures unity of effort focused on those objectives and leading to the conclusion of operations on terms favorable to the United States.

See pp. 1-4 to 1-5 for discussion of the instruments of national power.

In the traditional paradigm, nation-states wage war for reasons as broad and varied as the array of national interests. The context of irregular warfare (IW) is marked by a violent struggle among state and non-state actors for legitimacy and influence over the relevant population. IW favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will. Our enemies may be loosely organized networks or entities with no discernible hierarchical structure. Nevertheless, they have critical vulnerabilities to be exploited within their interconnected political, military, economic, social, informational, and infrastructure systems. These actors often wage protracted conflicts in an attempt to break the will of the nation-state. Military operations alone rarely resolve such conflicts. This publication will address all the instruments of national power. Nation-states have sovereign rights and a social contract with their inhabitants; therefore, they have sovereign responsibilities to combat these irregular threats.

The Armed Forces of the United States conduct military operations as a joint force. “Joint” connotes activities, operations, and organizations in which elements of two or more Military Departments participate. Joint matters relate to the integrated employment of military forces in joint operations, including matters relating to:

- National military strategy (NMS)
- Strategic planning and contingency planning
- Command and control (C2) of joint operations
- Unified action with the US interagency and intergovernmental communities, nongovernmental organizations (NGOs), and multinational forces (MNFs) and organizations.

The capacity of the Armed Forces of the United States to operate as a cohesive joint team is a chief advantage in any operational environment.

Joint Warfare is Team Warfare

The synergy that results from the operations of joint forces maximizes the capability of the force. The advantage of a joint team extends beyond the battlefield and across the range of military operations. A joint operation does not require that all forces participate in a particular operation merely because they are available. The joint force commander (JFC) has the authority and responsibility to tailor forces for the mission at hand, selecting those that most effectively and efficiently ensure success.

Conducting joint operations generally involves 12 broad principles, collectively known as the “principles of joint operations.” These principles guide war fighting at the strategic, operational, and tactical levels of war. They combine the nine historical principles of war (present in joint doctrine since its inception) with three additional principles born out of experience across the range of military operations.

See pp. 2-2 to 2-3 for listing and discussion of the principles of joint operations.

The Joint Force

Twenty years after the Goldwater-Nichols Department of Defense (DOD) Reorganization Act (Title 10, US Code [USC], Sections 151-155) directed actions to remove the institutional barriers to the joint environment, the Armed Forces of the United States is a joint team. All Service components contribute their distinct capabilities to the joint campaign; however, their interdependence is critical to overall joint effectiveness. Joint interdependence is the purposeful reliance by one Service on another Service’s capabilities to maximize complementary and reinforcing effects of both; the degree of interdependence varying with specific circumstances. Fundamentally, joint forces require high levels of interoperability and systems that are “born joint” (i.e., conceptualized and designed with joint architectures and acquisition strategies). This level of interoperability ensures that technical, doctrinal, and cultural barriers do not limit the ability of JFCs to achieve objectives. The goal is to design joint force capabilities – lethal and non-lethal – to fight and win the Nation’s wars and effectively carry out all other missions assigned across the range of military operations.

See pp. 1-35 to 1-42 for further discussion of joint forces.

The Unified Command Plan/Unified Action

The (UCP) establishes combatant commands. Commanders of unified commands may establish subordinate unified commands when so authorized by the SecDef. The SecDef, combatant commander (CCDR), a subordinate unified CDR, or an existing joint task force (JTF) CDR may establish JTFs. Unified action includes a wide scope of actions (including the synchronization of activities with OGAs, IGOs, and coordination with NGOs and the private sector) taking place within unified commands, subordinate unified commands, or JTFs to achieve unity of effort.

See pp. 1-7 to 1-10 for further discussion of unified action and pp. 1-29 to 1-34 for the unified command plan.

1-2 (Joint Doctrine Fundamentals) I. Foundations

III. Instruments of National Power

Ref: JP 1, *Doctrine for the Armed Forces of the United States* (May '07), pp. I-8 to I-10.

The ability of the United States to achieve its national strategic objectives is dependent on the effectiveness of the US Government (USG) in employing the instruments of national power. The appropriate governmental officials, often with National Security Council (NSC) direction, normally coordinate these instruments of national power (diplomatic, informational, military, and economic). They are the tools the United States uses to apply its sources of power, including its culture, human potential, industry, science and technology, academic institutions, geography, and national will.

At the President's direction through the interagency process, military power is integrated with the other instruments of national power to advance and defend US values, interests, and objectives. To accomplish this integration, the armed forces interact with the other responsible agencies to ensure mutual understanding of the capabilities, limitations, and consequences of military and civilian actions. They also identify the ways in which military and nonmilitary capabilities best complement each other. The NSC plays key roles in the integration of all instruments of national power facilitating mutual understanding, cooperation, and integration of effort. This process of different USG agencies and organizations coordinating and working together is called "interagency coordination." The use of the military to conduct combat operations should be a last resort when the other instruments of national power have failed to achieve our nation's objectives.

Instruments of National Power

D Diplomatic	I Informational	M Military	E Economic
<ul style="list-style-type: none"> Embassies/ Ambassadors Recognition Negotiations Treaties Policies International forums 	<ul style="list-style-type: none"> Military information Public diplomacy Public affairs Communications resources International forums Spokespersons, timing, media and venues for announcements 	<ul style="list-style-type: none"> Military operations Engagement, Security Coop, Deterrence Show of force Military technology Size, composition of force 	<ul style="list-style-type: none"> Trade policies Fiscal and monetary policies Embargoes Tariffs Assistance

D - Diplomacy

Diplomacy is the principal instrument for engaging with other states and foreign groups to advance US values, interests, and objectives. The Department of State (DOS) is the lead agency for the USG for foreign affairs. The credible threat of force reinforces, and in some cases, enables the diplomatic process. Leaders of the Armed Forces of the United States have a responsibility to understand US foreign policy and to assure that those responsible for US diplomacy have a clear understanding of the capabilities, limitations, and consequences of military action. Geographic combatant commanders (GCCs) are responsible for integrating military activities with diplomatic activities in their areas of responsibility (AORs). The US ambassador and the corresponding country team are normally in charge of diplomatic-military activities in countries abroad. When directed by the President or Secretary of Defense (SecDef), the GCC employs military forces in concert

with the other instruments of national power. In these circumstances, the US ambassador and the country team or another diplomatic mission team may have complementary activities (employing the diplomatic instrument) that do not entail control of military forces, which remain under command authority of the GCC. Since diplomatic efforts are often complementary with military objectives, planning should be complementary and coincidental.

I - Information

In a broad sense, the informational instrument of national power has a diffuse and complex set of components with no single center of control. The United States believes in the free market place of ideas. Therefore, information is freely exchanged with minimal government controls. Constraints on public access to USG information normally may be imposed only for national security and individual privacy reasons. Information readily available from multiple sources influences domestic and foreign audiences including citizens, adversaries, and governments. It is important for the official agencies of government, including the armed forces, to recognize the fundamental role of the media as a conduit of information.

The USG uses strategic communication (SC) to provide top-down guidance relative to using the informational instrument of national power in specific situations. SC is focused USG processes and efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable to advancing national interests and objectives through the use of coordinated information, themes, messages, and products synchronized with the actions of all instruments of national power. SC's primary communication capabilities are coupled with defense support to public diplomacy (DSPD) and military diplomacy activities to implement a holistic SC effort.

The predominant military activities that support SC themes and messages are information operations (IO), public affairs (PA), and DSPD. IO are those military actions to attack an adversary's information and related systems while defending our own. PA are those public information, command information, and community relations activities directed toward both the external and internal publics with interest in the Department of Defense. DSPD comprises those activities and measures taken by DOD components to support and facilitate USG public diplomacy efforts.

M - Military

The purpose of the Armed Forces is to fight and win the Nation's wars. As the military instrument of national power, the Armed Forces must ensure their adherence to US values, constitutional principles, and standards for the profession of arms. The United States wields the military instrument of national power at home and abroad in support of its national security goals in a variety of military operations.

E - Economy

The United States free market economy is only partially controlled by governmental agencies. In keeping with US values and constitutional imperatives, individuals and entities have broad freedom of action worldwide. The responsibility of the USG lies with facilitating the production, distribution, and consumption of goods and services worldwide. A strong US economy with free access to global markets and resources is a fundamental engine of the general welfare, the enabler of a strong national defense, and an influence for economic expansion by US trade partners worldwide.

The USG's financial management ways and means support the economic instrument of national power. The Department of the Treasury, as the steward of US economic and financial systems, is an influential participant in the international economy. In the international arena, the Department of the Treasury works with other federal agencies, the governments of other nations, and the international financial institutions to encourage economic growth, raise standards of living, and predict and prevent, to the extent possible, economic and financial crises.

I. Fundamentals of Joint Operations

Ref: JP 3-0, Joint Operations (Aug '11), chap. I and executive summary.

JP 3-0 is the keystone document in the joint operations series, and is a companion to joint doctrine's capstone JP 1, Doctrine for the Armed Forces of the United States. It provides guidance to joint force commanders (JFCs) and their subordinates for planning, preparing, executing, and assessing joint military operations. It also informs civilian decision makers and inter-organizational partners of fundamental principles, precepts, and philosophies that guide the employment of the Armed Forces of the United States. JP 3-0 describes fundamental keystone constructs—such as unified action and joint functions—that apply regardless of the nature or circumstances of a specific joint operation. This publication provides a context not only for the joint operations series, but also for other keystone doctrine publications that describe supporting functions and processes.

Strategic Environment and National Security Challenges

The strategic environment is characterized by uncertainty, complexity, and rapid change, which requires persistent engagement. This environment is fluid, with continually changing alliances, partnerships, and new national and transnational threats constantly appearing and disappearing. In addition to traditional conflicts, to include emerging peer competitors, significant challenges continue to include irregular warfare (IW), catastrophic terrorism employing weapons of mass destruction (WMD), and threats to disrupt the Nation's ability to project power and maintain its qualitative edge.

The strategic environment presents broad national security challenges likely to require the employment of joint forces in the future. These are not new challenges. They are the natural products of the enduring human condition, but they will exhibit new features in the future. None of these challenges is a purely military problem. Rather, all are national problems calling for the application of all the instruments of national power:

- A secure US homeland is the Nation's first priority
- Deterring our adversaries is a US goal. However, winning the Nation's wars remains the preeminent justification for maintaining capable and credible military forces in the event that deterrence should fail
- Defending national interests requires not only being able to prevail in conflict, but also taking preventive measures to deter potential adversaries who could threaten the vital interests of the United States or its partners. These threats could range from direct aggression to less openly belligerent actions that nonetheless threaten vital national interests.
- Establishing, maintaining, and enhancing security cooperation among our alliances and partners is important to strengthen the global security framework of the United States and its partners. Security cooperation allows us to proactively take advantage of opportunities and not just react to threats.
- As it has in the past, the United States will continue to respond to a variety of civil crises by acting to relieve human suffering and restoring civil functioning, most often in support of civil authorities

See pp. 1-1 to 1-6 for related discussion of the strategic environment and national security challenges from JP 1, Doctrine for the Armed Forces of the United States.

I. Principles of Joint Operations

Ref: JP 3-0, Joint Operations (Aug '11), p. I-2 and app. A.

Joint Warfare is Team Warfare. The synergy that results from the integration and synchronization of Service components' capabilities under a single JFC maximizes the effectiveness and efficiency of the force. The advantage of a joint team extends beyond the operational environment and across the range of military operations. A joint operation does not require that all forces participate in a particular operation merely because they are available; the JFC has the authority and responsibility to tailor forces for the mission at hand.

Principles of War

Since the establishment of the Joint Chiefs of Staff in 1947, joint doctrine has recognized the nine principles of war. Subsequent experience from a wide variety of irregular warfare (IW) situations has identified three additional principles—restraint, perseverance, and legitimacy. Together, they comprise the 12 principles of joint operations.

Objective

The purpose of specifying the objective is to direct every military operation toward a clearly defined, decisive, and achievable goal. The purpose of military operations is to achieve the military objectives that support attainment of the overall political goals of the conflict.

Offensive

The purpose of an offensive action is to seize, retain, and exploit the initiative. Offensive operations are the means by which a military force seizes and holds the initiative while maintaining freedom of action and achieving decisive results.

Mass

The purpose of mass is to concentrate the effects of combat power at the most advantageous place and time to produce decisive results. In order to achieve mass, appropriate joint force capabilities are integrated and synchronized where they will have a decisive effect in a short period of time.

Maneuver

The purpose of maneuver is to place the enemy in a position of disadvantage through the flexible application of combat power. Maneuver is the movement of forces in relation to the enemy to secure or retain positional advantage, usually in order to deliver—or threaten delivery of—the direct and indirect fires of the maneuvering force.

Economy of Force

The purpose of economy of force is to expend minimum essential combat power on secondary efforts in order to allocate the maximum possible combat power on primary efforts. Economy of force is the judicious employment and distribution of forces.

Unity of Command

The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective. Unity of command means that all forces operate under a single commander with the requisite authority to direct all forces employed in pursuit of a common purpose.

Security

The purpose of security is to prevent the enemy from acquiring unexpected advantage.

Surprise

The purpose of surprise is to strike at a time or place or in a manner for which the enemy is unprepared.

Simplicity

The purpose of simplicity is to increase the probability that plans and operations will be executed as intended by preparing clear, uncomplicated plans and concise orders.

Additional Principles of Joint Operations

Restraint

The purpose of restraint is to limit collateral damage and prevent the unnecessary use of force. A single act could cause significant military and political consequences; therefore, judicious use of force is necessary. Restraint requires the careful and disciplined balancing of the need for security, the conduct of military operations, and the national strategic end state. Excessive force antagonizes those parties involved, thereby damaging the legitimacy of the organization that uses it while potentially enhancing the legitimacy of the opposing party. Commanders at all levels must ensure their personnel are properly trained—including knowing and understanding ROE—and are informed of any changes.

Perseverance

The purpose of perseverance is to ensure the commitment necessary to attain the national strategic end state. Perseverance involves preparation for measured, protracted military operations in pursuit of the national strategic end state. Some joint operations may require years to reach the termination criteria. The underlying causes of the crisis may be elusive, making it difficult to achieve decisive resolution. The patient, resolute, and persistent pursuit of national goals and objectives often is essential to success. This will frequently involve diplomatic, economic, and informational measures to supplement military efforts.

Legitimacy

The purpose of legitimacy is to maintain legal and moral authority in the conduct of operations. Legitimacy, which can be a decisive factor in operations, is based on the actual and perceived legality, morality, and rightness of the actions from the various perspectives of interested audiences. These audiences will include our national leadership and domestic population, governments, and civilian populations in the operational area, and nations and organizations around the world. Committed forces must sustain the legitimacy of the operation and of the host government, where applicable. Another aspect of this principle is the legitimacy bestowed upon a local government through the perception of the populace that it governs. Humanitarian and civil military operations help develop a sense of legitimacy for the supported government.

Common Operating Precepts

In addition to the principles of joint operations, ten common operating precepts underlie successful joint operations. These precepts flow logically from the broad challenges in the strategic environment to the specific conditions, circumstances, and influences in a JFC's operational environment.

- Inform domestic audiences and influence the perceptions and attitudes of key foreign audiences as an explicit and continuous operational requirement
- Achieve and maintain unity of effort within the joint force and between the joint force and US Government, international, and other partners
- Leverage the benefits of operating indirectly through partners when strategic and operational circumstances dictate or permit
- Integrate joint capabilities to be complementary rather than merely additive
- Avoid combining capabilities where doing so adds complexity without compensating advantage
- Focus on operational objectives whose achievement suggests the broadest and most enduring results
- Ensure freedom of action
- Maintain operational and organizational flexibility
- Plan for and manage operational transitions over time and space
- Drive synergy to the lowest echelon at which it can be managed effectively

III. Joint Functions

Ref: JP 3-0, *Joint Operations* (Aug '11), chap. III.

Joint functions are related capabilities and activities grouped together to help JFCs integrate, synchronize, and direct joint operations. Functions that are common to joint operations at all levels of war fall into six basic groups—C2, intelligence, fires, movement and maneuver, protection, and sustainment. Some functions, such as C2 and intelligence, apply to all operations. Others, such as fires, apply as the JFC's mission requires. A number of subordinate tasks, missions, and related capabilities help define each function, and some could apply to more than one joint function.

Joint Functions



Command and Control



Intelligence



Fires



Movement and Maneuver



Protection



Sustainment

Ref: JP 3-0, *Joint Operations*, chap. III.

The joint functions reinforce and complement one another, and integration across the functions is essential to mission accomplishment. The OPLAN or OPORD describes how the JFC uses military capabilities (i.e., organizations, people, and systems) to perform tasks associated with each joint function. However, forces and other assets are not characterized by the functions for which the JFC is employing them. Individual Service capabilities often can support multiple functions simultaneously or sequentially while the joint force is executing a single task. Just as component commanders integrate activities across functions to accomplish tasks and missions, the JFC and staff do likewise for the joint force. The synchronization, coordination, and/or integration of military operations with the activities of inter-organizational partners to achieve unity of effort are key to success, and military forces need to work competently in this environment while properly supporting the lead agency, department, or organization. While information operations (IO) is not a separate function, the JFC and staff apply the IO core, supporting, and related capabilities across the joint functions and independently in some cases.



The Essentials of Warfighting Military SMARTbooks

SMARTbooks - The Essentials of Warfighting! Recognized as a doctrinal reference standard by military professionals around the world, SMARTbooks are designed with all levels of Soldiers, Sailors, Airmen, Marines and Civilians in mind.



SMARTbooks can be used as quick reference guides during combat operations, as lesson plans in support of training exercises and as study guides at military education and professional development courses. Serving a generation of warfighters, military reference SMARTbooks have become "mission-essential" around the world:

- Military education and professional development courses/schools: officer and noncommissioned officer basic and advanced courses, NCO Academy, West Point and ROTC, Command & General Staff College (CGSC), Joint Forces Staff College (JFSC) and the War College
- National Training Center (NTC), Joint Readiness Training Center (JRTC) and Battle Command Training Program (BCTP)
- Active, Reserve and Guard units across the full-spectrum of operations
- Global War on Terrorism operations in Iraq, Afghanistan and the Asia-Pacific
- Combatant Command (COCOM) and JTF Headquarters around the world
- Allied, coalition and multinational partner support and training to include NATO, Iraq and the Afghanistan National Army

Military SMARTbooks

SMARTbooks...military reference as easy as 1-2-3!

SMARTbooks -- The Essentials of Warfighting! Applying informational art to military doctrinal science, the SMARTbook series really does make military reference as easy as 1-2-3.

1. Joint/Service Titles

Our joint/service titles form the foundation for our series of mutually-supporting military reference titles. Paired with our multi-service/specialty titles, they comprise a complete professional military library.



2. Multi-Service/Specialty Titles

Designed to work hand-in-hand with our joint/service titles, our multi-service/specialty titles cover specific topic areas to provide ready reference across all military forces, services and applications.



3. Digital SMARTbooks

SMARTbooks are now offered in your choice of hard copy, digital, or both formats! Digital SMARTbooks are designed to be side-by-side digital companions to our hard copy SMARTbooks. Access your entire SMARTbook digital library on your portable device when traveling, or use the hard copy edition in secure facilities (SCIF), combat or field environments.



With one file, you can read and transfer our digital SMARTbooks (eBooks) across 85+ devices and applications that support Adobe eBook DRM, including smartphones, tablets (via apps on devices like the iPad® and Galaxy Tab) as well as dedicated reading devices like the Sony Reader or the Barnes & Noble NOOK®. Our digital SMARTbooks are authorized to a user's Adobe ID and can be transferred to up to six devices and six computers via Adobe Digital Editions.

View, download samples and purchase SMARTbooks online at: **www.TheLightningPress.com**. Register your SMARTbooks to receive email notification of SMARTupdates, new titles & revisions!

SMARTbooks

The Essentials of Warfighting

Step-by-step visual approach

Step-by-step approach makes military doctrine and reference as easy as 1-2-3. Dozens of charts and diagrams show you exactly what you need to know.

Comprehensive quick reference guide

Look up what you need and then get straight to work. SMARTbooks are written from the warfighter's perspective, concentrating at the tactical & operational levels of war. Compiled directly from the latest official military publications; complete doctrinal references are provided for documentation.

Straightforward

Written in simple language that gets straight to the point. Thousands of pages were condensed to provide concise information in a single SMARTbook.

Portability means accessibility

Taking the place of multiple field manuals and publications, SMARTbooks fit easily into a leader's bag, the back of a ruck-sack, or even the cargo pocket of ACUs.

SMARTregistration

Keep your SMARTbook up-to-date with e-mail notification of updates and doctrinal changes. Register online at: www.TheLightningPress.com

The Joint Forces Operations & Doctrine SMARTbook

Guide to Joint, Multinational & Interagency Operations



The nature of the challenges to the United States and its interests demand that the Armed Forces operate as a fully integrated joint team across the range of military operations.

Military operations vary in scope, purpose, and conflict intensity across a range that extends from military engagement, security cooperation, and deterrence activities to crisis response and limited contingency operations and, if necessary, to major operations and campaigns.

Joint operation planning consists of planning activities associated with joint military operations by combatant commanders and their subordinate joint force commanders in response to contingencies and crises.

Achieving national strategic objectives requires effective unified action resulting in unity of effort -- to include interagency, intergovernmental, nongovernmental and multinational partners. This is accomplished by collaboration, synchronization, and coordination in the use of the diplomatic, informational, military, and economic instruments of national power.

For use in operational units and professional development courses

The Lightning Press



**Military Reference
SMARTbooks**
24-hour Voicemail/Fax/Order:
1-800-997-8827

www.TheLightningPress.com

ISBN 13: 978-1-935886-15-0



9 781935 886150