



Joint Force Development: Moving from Concept to reality

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Deputy Director

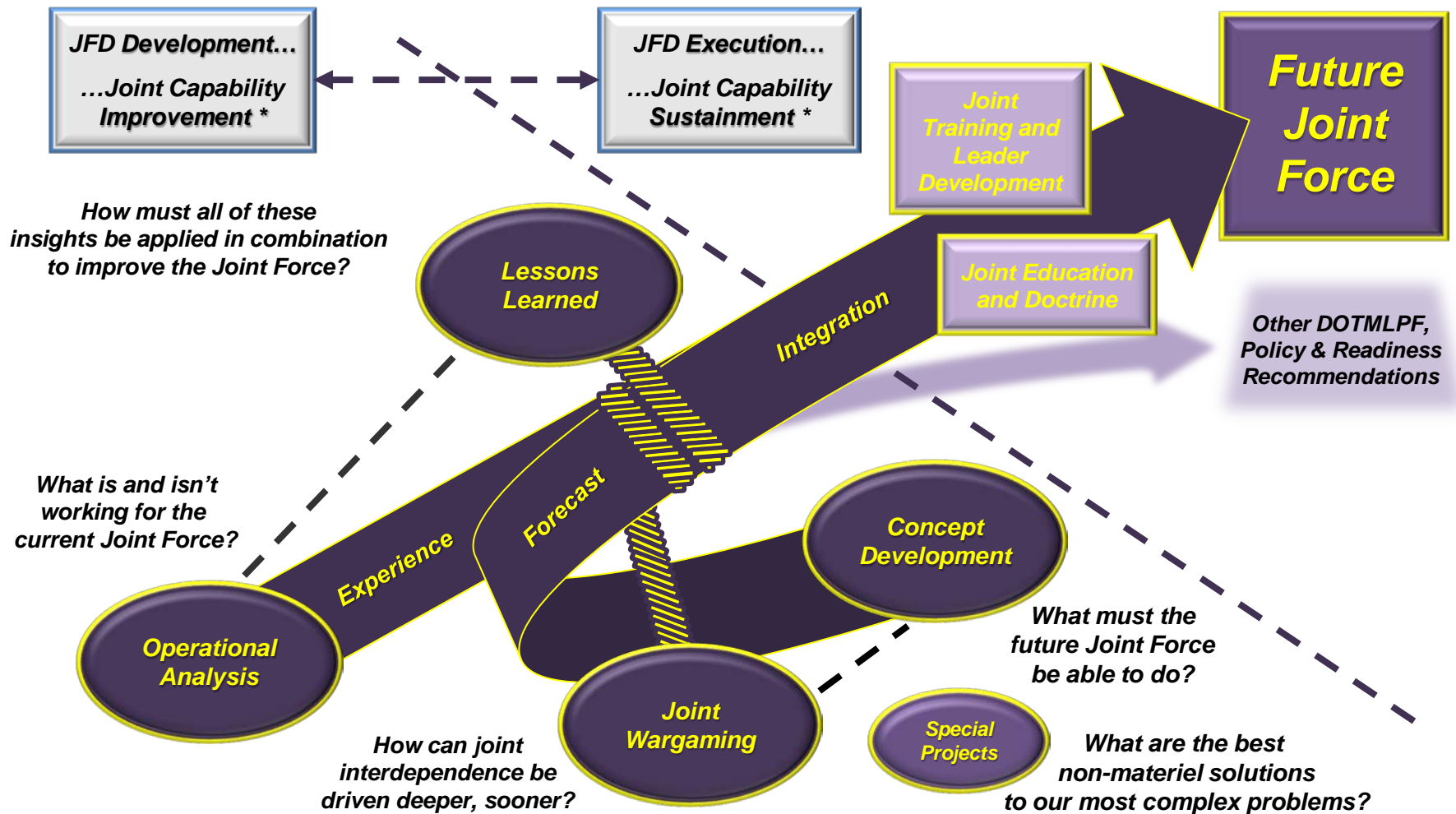
Future Joint Force Development

The Joint Staff, J7

For public release

- **Developing a Prepared, Improved and Adaptive Future Force**
- **Joint Operational Access (JOA) Concept and Joint Concept for Entry Operations (JCEO) basics**
- **The “family” of Joint Concepts**
- **JOA Implementation: from Concept to reality**
- **JOAC, ASB, JCEO—potential mis-perceptions**
- **IRON CRUCIBLE—the Chairman’s War Game**
- **Questions?**

Developing a Prepared, Improved and Adaptive Future Force



* "Joint warfighting capability is improved through the development of concepts validated by rigorous assessment and lessons learned from current operations. It is sustained through joint doctrine, education, training, and exercises."

Joint Pub 1 (revised 25 March 2013)

Joint Operational Access Concept



- **Developed in support of NSS, QDR, and NMS**
- **Supports the Capstone Concept for Joint Operations (CCJO) central idea of Globally Integrated Operations**
- **Describes the capabilities required for the Joint Force to operate in contested environments characterized by anti-access/area denial (A2/AD) challenges**
- **Leverages the central idea of Cross-domain Synergy to provide freedom of action for the Joint Force**
- **Identifies key precepts for operational access and subsequently defines 30 required capabilities**
- **Is an unclassified document approved for public release**

Joint Concept for Entry Operations



- Set within the context of the CCJO central idea of *Globally Integrated Operations*
- Amplifies and expands on “entry” aspects of JOAC
- Describes how the Joint Force will conduct entry in hostile and uncertain environments
- Introduces the central idea of *full integration of force capabilities across domains* to provide freedom of action for Joint Forces conducting entry
- Identifies four types of forces required to conduct entry operations and defines 21 required capabilities
- Once signed by the CJCS, will be an unclassified document approved for public release

Joint Concept Structure

Capstone Concept for Joint Operations (CCJO)

CCJO JF2020

Joint Operating Concepts (JOCs):

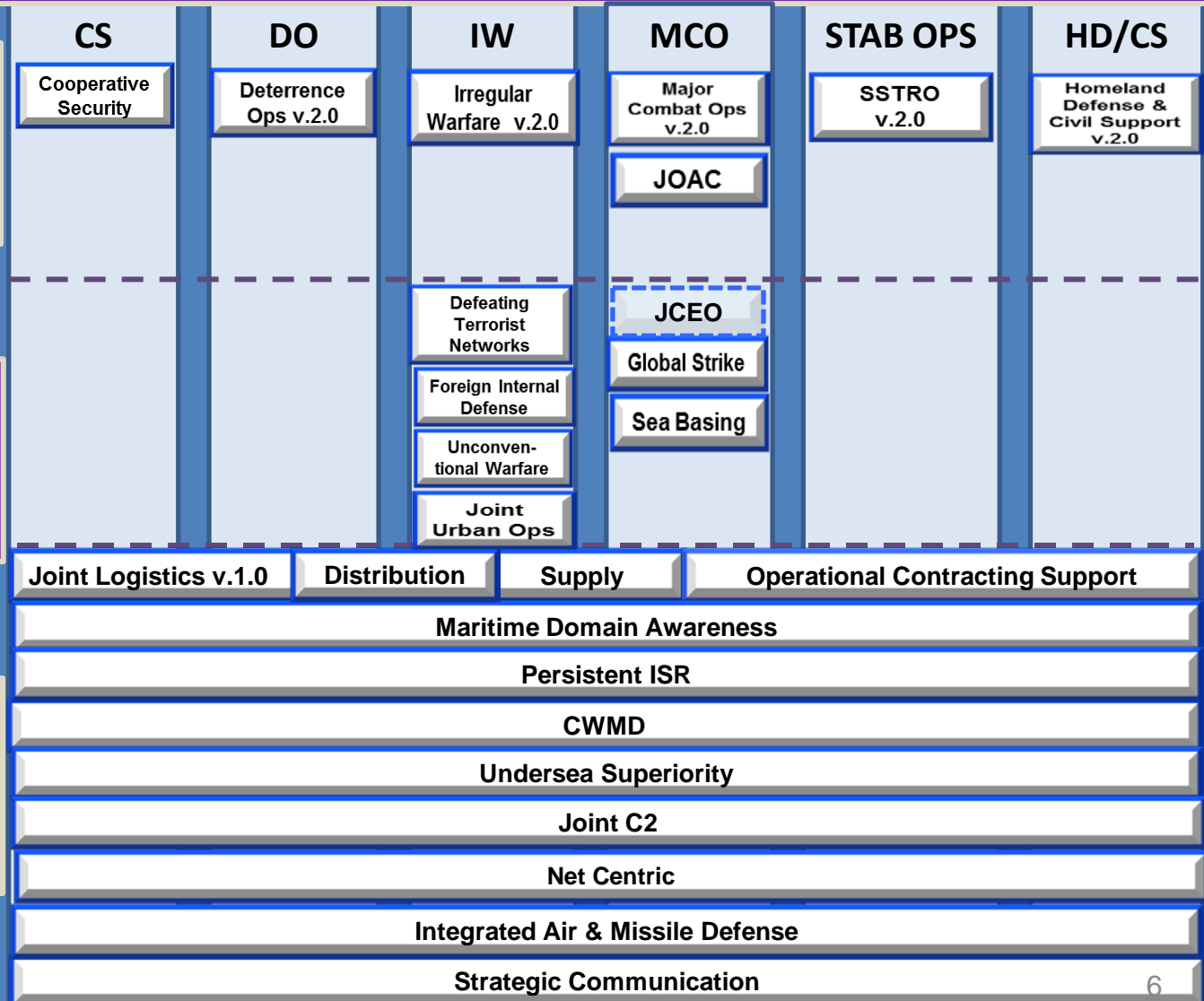
Link Strategic Guidance to Future Military Operations

Supporting Concepts:

Depth and Detail to a Single JOC

Supporting Concepts:

Depth and Detail to Multiple JOCs



Joint Concept Structure

Capstone Concept for Joint Operations (CCJO)

CCJO JF2020

Joint Operating Concepts (JOCs):

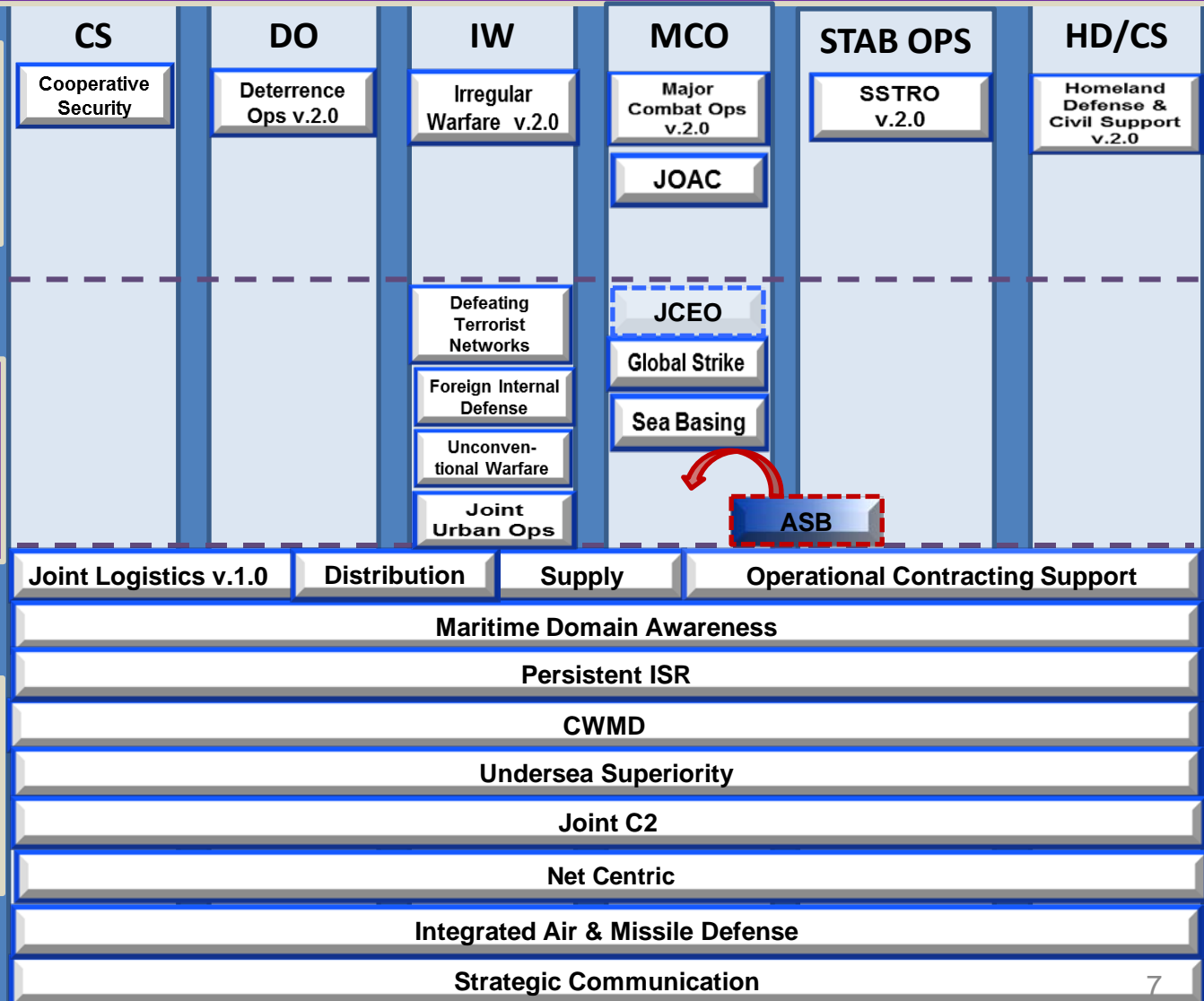
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Supporting Concepts:

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JOA Implementation

- **Goal:** Improve Joint Force capability to gain and maintain operational access in A2/AD environments
- **Method:** Develop JOA Implementation Plan (JIP) via collaborative efforts with Services and Combatant Commands
- **Timeline:** Base plan approved by Spring 2014; subsequently updated on annual cycle

JOA Implementation is a large and complex task affecting the entire Department across all elements of DOTMLPF-P ...and will take years to accomplish

Potential Misperceptions



- **“JOA (or ASB, or JCEO) are strategies”**
- **“JOA (or ASB, or JCEO) are escalatory”**
- **“JOA (or ASB, or JCEO) are oriented on specific opponents”**
- **"JOAC and ASB are competing or redundant"**

IRON CRUCIBLE 2014



- **FY14-17 CJCS Joint Training Guidance:**

“JF2020 can only be fully realized by the continued efforts of all joint training stakeholders. The operational concept of globally integrated operations suggests a number of force development implications detailed in the Capstone Concept for Joint operations...We will implement the IRON CRUCIBLE series of CJCS Joint Force War Games to operationalize and refine these concepts.”

- **IRON CRUCIBLE provides a unique venue to address issues that span the Joint Force**
 - **Leverages, but does not duplicate, Service Title 10 war games**
- **IRON CRUCIBLE 14 (IC 14) scenario is global in nature, spanning multiple CCMD AORs with operations in all five domains**
- **IC 14 has two main objectives:**
 - **Global agility**
 - **Flexible hybrid C2 across and above CCMD level**
- **Timeline for execution of IC 14: May 2014**

Takeaways

- The CCJO provides the Chairman's vision for Joint Force 2020
- Operating Concepts such as the JOAC provide the framework for Joint Force development to address specific challenges
 - Supporting concepts such as JCEO (and ASB) provide further refinement
- Implementation of JOA, and supporting concepts, will be a multi-year, iterative effort to effect change across DOTMLPF-P
- IRON CRUCIBLE war games provide a unique opportunity to address elements of CCJO not evaluated elsewhere

Elements of expeditionary warfare exist in all of the above...the collective efforts of industry and academia are key to effecting change within the Joint force

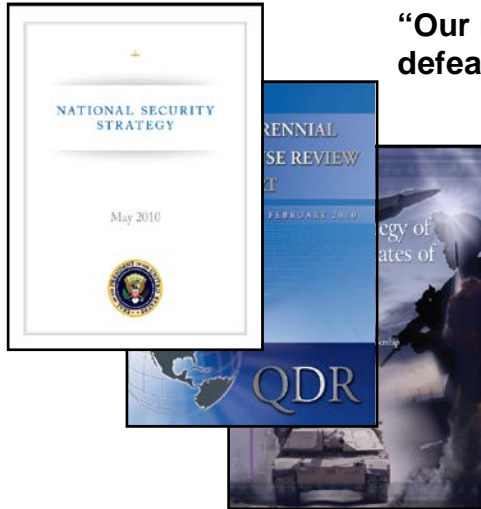


Questions?



Back Up

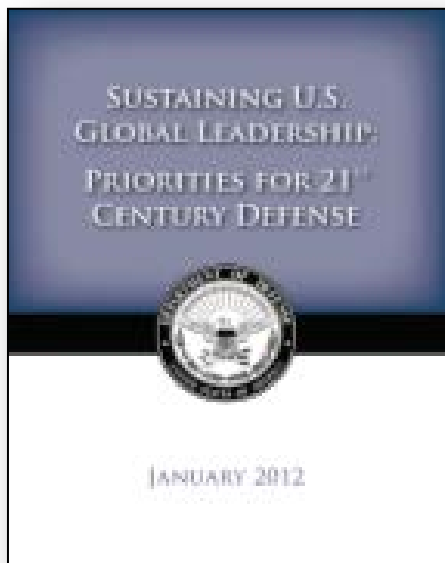
JOA Implementation OVI



“Our military must...preserve access to the global commons...This includes...deterring and defeating aggression in anti-access environments...” NSS May 2010

“Prudence demands that the Department prepare for possible future adversaries likely to possess and employ some degree of anti-access capability – the ability to blunt or deny U.S. power projection – across all domains.” QDR Feb 2010

“Defeating adversary aggression will require the Joint Force to support National approaches to counter anti-access and area-denial strategies.” NMS Feb 2011



As we end today’s wars and reshape our armed forces...we will continue to invest in the capabilities critical to future success including intelligence, surveillance and reconnaissance; counter terrorism; countering weapons of mass destruction; operating in anti-access environments; and prevailing in all domains, including cyber.
POTUS

Projecting Power Despite Anti-Access/Area-Denial. ...States such as China and Iran will continue to pursue asymmetric means to counter our power projection capabilities, while proliferation of sophisticated weapons and technology will extend to non-state actors as well. Accordingly the U.S. military will invest as required to ensure its ability to operate effectively in anti-access and area denial (A2/AD) environments. This will include implementing the Joint Operational Access Concept.
SECDEF

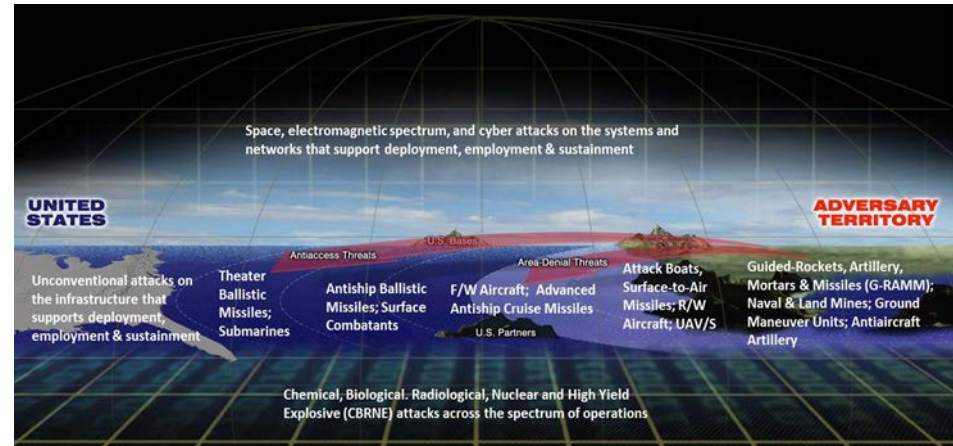
One of the 10 primary missions - Defeating A2/AD is emerging as a key enabler for the other primary mission of the Joint Force
DSG - JAN 2012

Purpose:

- Provide an intellectual framework
- Establish a basis for subsequent Joint and Service concepts and doctrine
- Identify the broad capabilities required to gain operational access

Scope:

- Applies to combatant commands and JTFs
- Focuses on opposed access – situations requiring the use of combat
- Identify the various approaches adversaries may employ and the potential means to counter them

**The Military Problem – Opposed Operational Access in an Advanced Antiaccess/Area-Denial Environment:**

The essential problem for future joint forces is to be able to project military force into an operational area and sustain it in the face of armed opposition when three trends apply:

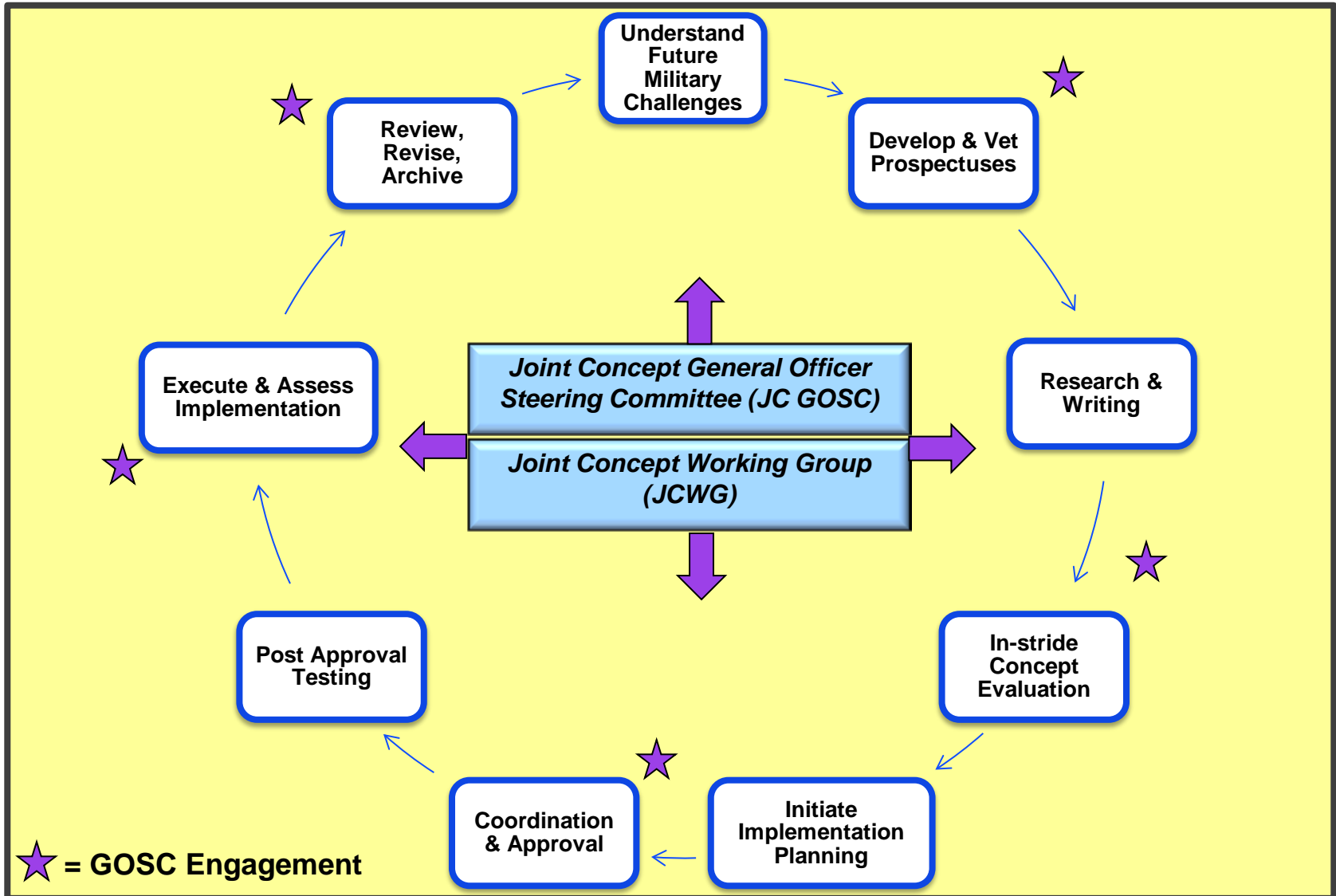
- Future enemies will possess dramatically improved antiaccess and area-denial capabilities
- Changing U.S. overseas posture
- Space and cyberspace are becoming increasingly important and contested domains

A Concept for Joint Operational Access: Future joint forces will *leverage cross-domain synergy* – the complementary vice merely additive employment of capabilities in different domains such that each enhances the effectiveness and compensates for the vulnerabilities of the others – to establish superiority in some combination of domains that will provide the level of freedom of action required by the mission.

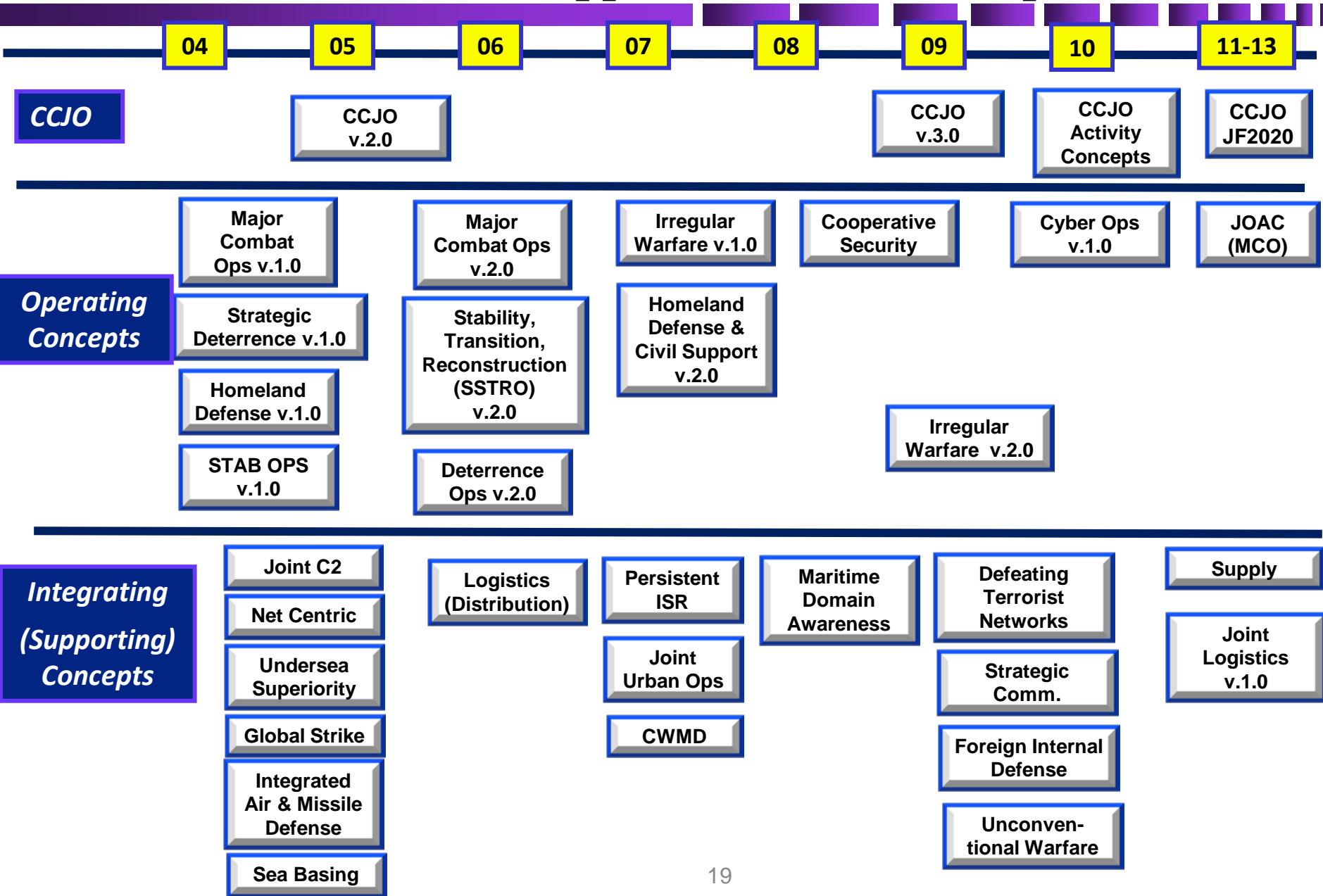
*Guidance for the Development and Implementation of Joint Concepts***What is new?**

- **CJCS approves all joint concepts**
- **Focuses on JCD rather than JCD&E Enterprise management**
- **Establishes a new governance structure to guide JCD from initial proposal through post-approval implementation**
- **Defines/clarifies the role of joint concepts in JSPS in support of the Chairman's statutory responsibilities**
- **Advocates broader coordination and planning among JCD sponsors, JCIDS, and JFD process owners for implementing approved joint concepts**
- **Strengthens the linkage with Service Title 10 wargaming**
- **Redefines the Family of Joint Concepts structure**

Joint Concept Life Cycle



Approved Joint Concepts 2004-2013



Joint Concepts in Development

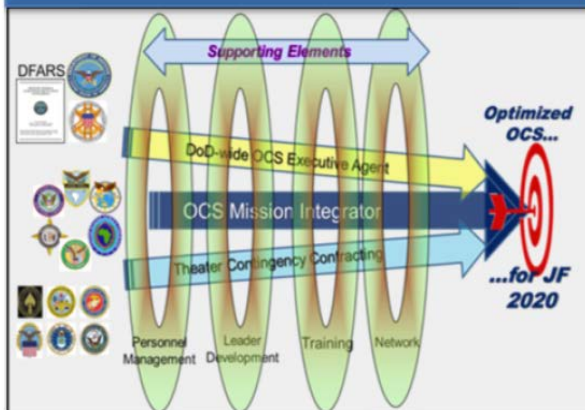
Joint Concept for Entry Operations (JCEO)



Military Problem: The future joint force must be able to enter onto foreign territory and immediately employ capabilities to accomplish assigned missions in the presence of armed opposition, including advanced area denial systems, while overcoming geographic challenges and degraded or austere infrastructure.

OPR: JS J7 JCD
 Pending JCS endorsement enroute to CJCS
 Completion in Fall of 2013

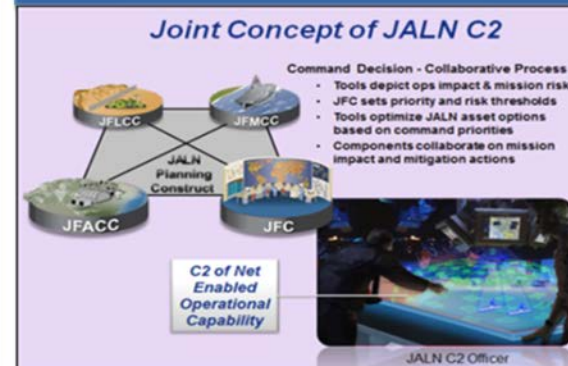
Joint Concept for Operational Contract Support (OCS)



Military Problem: Joint Force 2020 needs OCS to be as responsive and reliable as military forces. The OCS challenge will be to enable the JFC to rapidly and seamlessly achieve joint operational effects while firmly affixing accountability of contracted resources.

OPR: JS J-4; JS J7 JCD in support
 Pending Paper JCB & JROC enroute to VCJCS
 Completion in early 2014

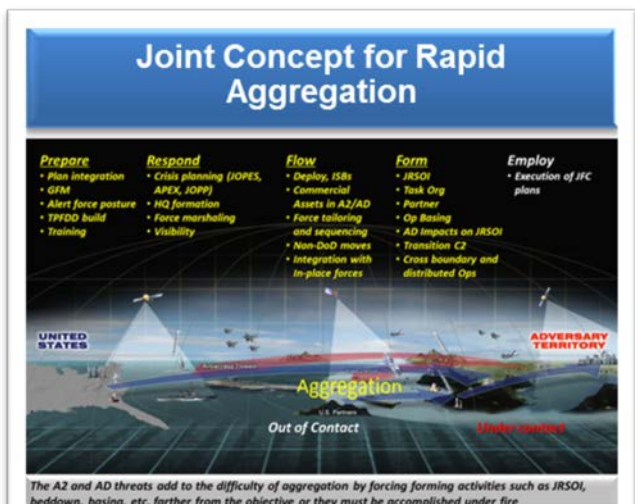
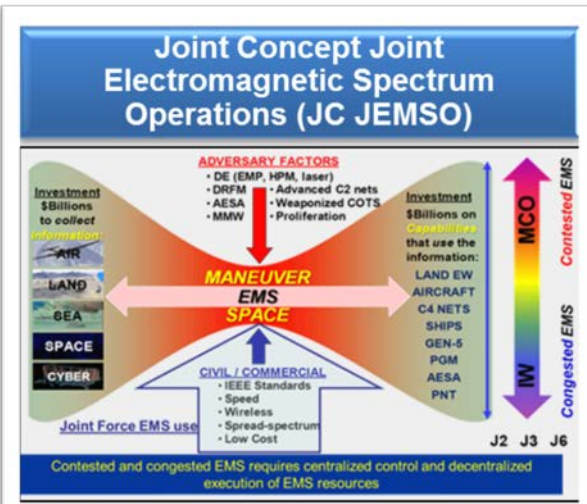
Joint Concept for Joint Aerial Layer Network/C2 (JALN/C2)



Military Problem: This concept describes how the joint force commander (JFC) commands and controls JALN forces to maximize operational capability and reduce risk during the conduct of net-enabled operations by overcoming/mitigating network denied, degraded, over-subscribed/saturated or austere conditions.

OPR: USAF; JS J7 JCD in support
 Initial JSAP Coordination Complete
 Completion in early 2014

Joint Concepts in Development



Military Problem: Joint Force Commanders lack the ability to establish and maintain freedom of action in the complex electromagnetic operational environment. The JFC must effectively characterize the complex EMOE, adaptively plan, and dynamically execute EMS enabled activities to conduct integrated operations.

OPR: JS J7 JCD and STRATCOM
Initial OPSDEPs Nov 2013
Completion in July 2014

Military Problem: How does JF 2020 more responsively combine capabilities from across the Joint Force, and with mission partners, to generate the global agility required to gain and retain the initiative while executing globally integrated operations in the future operating environment.

OPR: JS J7 JCD
Initial OPSDEPs 16 Sep 2013
Completion in May 2014

Military Problem: Describes how the joint force will execute cyberspace operations in order to achieve access and freedom of operation throughout the cyberspace domain. Ultimately, this concept will describe how the joint force will achieve unity of effort in cyberspace in support of all six warfighting functions.

OPR: CYBERCOM; JS J7 JCD in support
Initial Stakeholder Meeting Complete
Completion in 2014

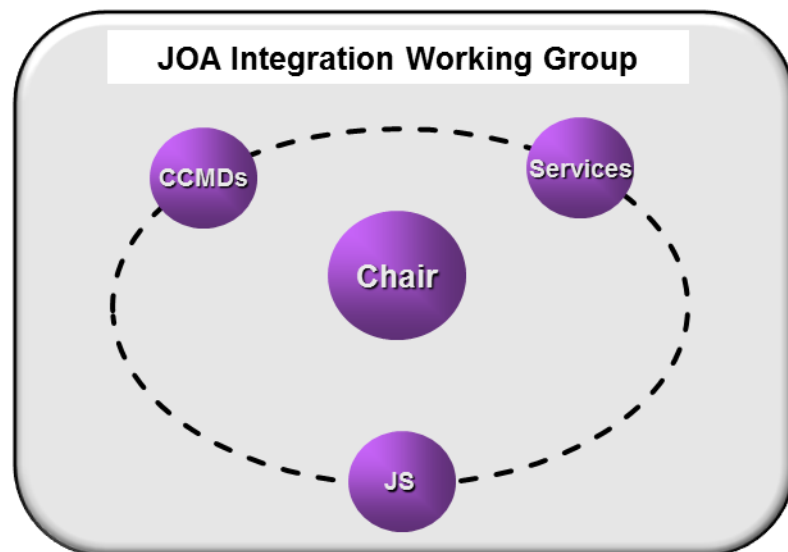
Joint Operational Access (JOA) Implementation Plan

Task:

Develop an implementation plan to integrate, oversee, assess and communicate Joint Force Development efforts across DOTMLPF-P for the implementation of capabilities required to overcome emerging A2/AD challenges

Context:

- The January 2012 DSG tasked implementation of JOAC
- JCS endorsed & CJCS approved the JOAC (Established relationship of supporting concepts)
- 12 June 2013 OPSDEPs supported DJ7 lead for JOA implementation
- 16 Sept OPSDEPs concurrence on the operational design and approach for the JOA Implementation Plan



Near term Actions:

- DJS memo to initiate the JOA IWG
- JOA IWG
- TOR
- JOA Analysis Report

2009 QRM DoD Roles and Missions

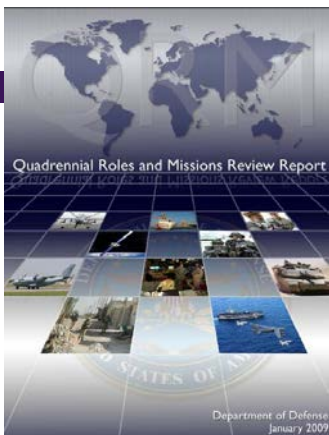
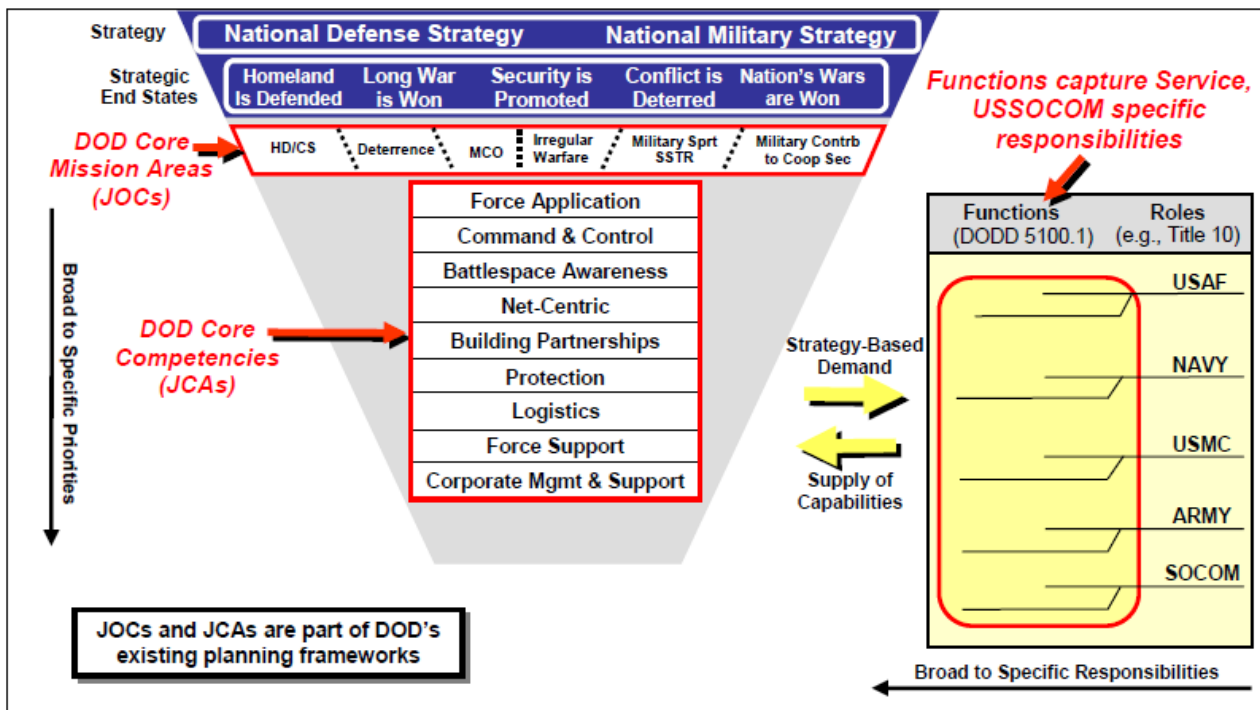


Figure 1: Department of Defense Framework for the QRM

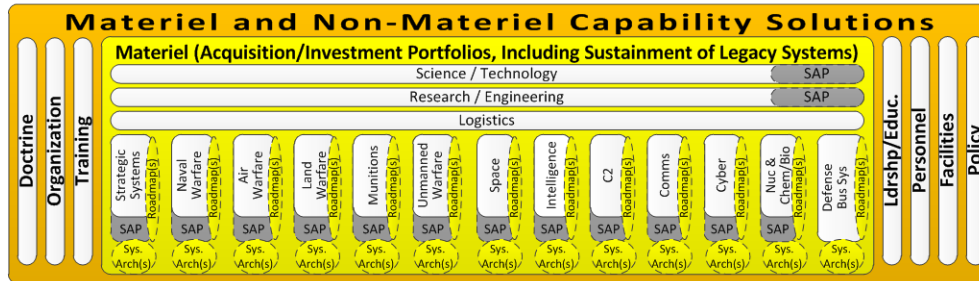


The framework in Figure 1 summarizes results of the Department's efforts to define its Core Mission Areas and Core Competencies. As the framework illustrates, Core Mission Areas and Core Competencies provide guidance to the Services and U.S. Special Operations Command on the appropriate mix and scope of roles and functions to meet priorities of the National Defense Strategy and National Military Strategy.

JCIDS Capability-Mission Lattice

Capability-Mission Lattice

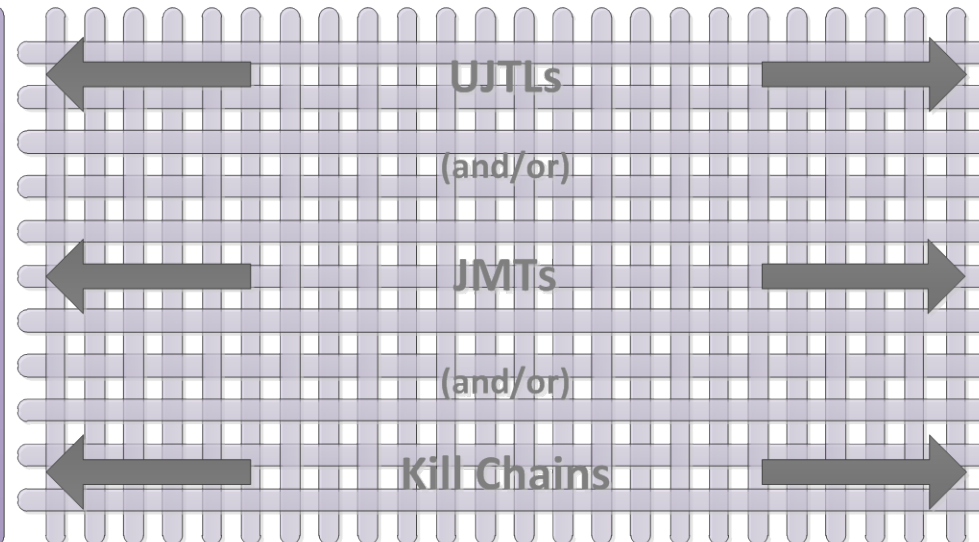
(Rev 0.5c / 7 May 2013)



- Annual Program and Budget Review
- Annual Chairman's Program Recommendations
- Annual Chairman's Program Assessment

- ### Strategic Guidance
- National Security Strategy (POTUS)
 - National Defense Strategy (SecDef)
 - National Military Strategy (CJCS)
 - National Security Interests (CJCS)
 - Quadrennial Defense Review
 - Quadrennial Roles/Missions
 - Defense Planning Guidance
 - Guidance for Employment of the Force
 - Unified Command Plan

- ### Planning / Operations
- Capstone Concept for Joint Operations
- Homeland Defense / Civil Support (Concept(s)/CONOP(s))
 - Deterrence Operations (Concept(s)/CONOP(s))
 - Major Combat Operations (Concept(s)/CONOP(s))
 - Irregular Warfare (Concept(s)/CONOP(s))
 - Military Support to Stabilization Security, Transition, and Reconstruction Operations (Concept(s)/CONOP(s))
 - Military Contribution to Cooperative Security (Concept(s)/CONOP(s))

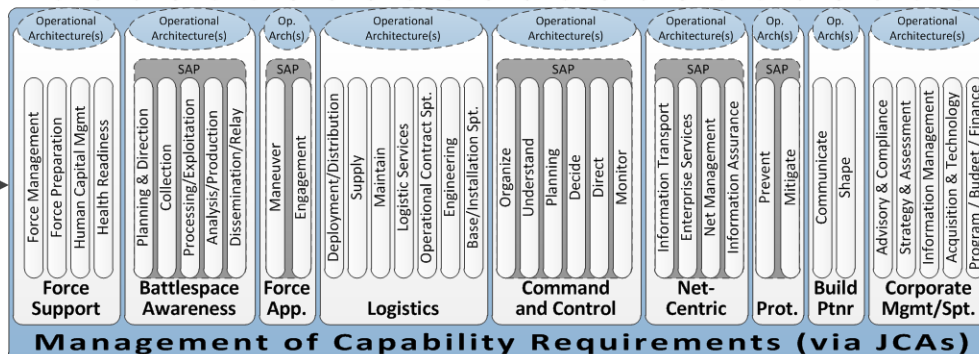


- ### Global Context/Threats
- Near Peer Competitors (Threat Assessment(s))
 - Rogue Nations (Threat Assessment(s))
 - Non-State Actors (Threat Assessment(s))
 - WMD Proliferation (Threat Assessment(s))
 - Natural/Environmental Events (Threat Assessment(s))
 - Treaties/Alliances (Threat Assessment(s))

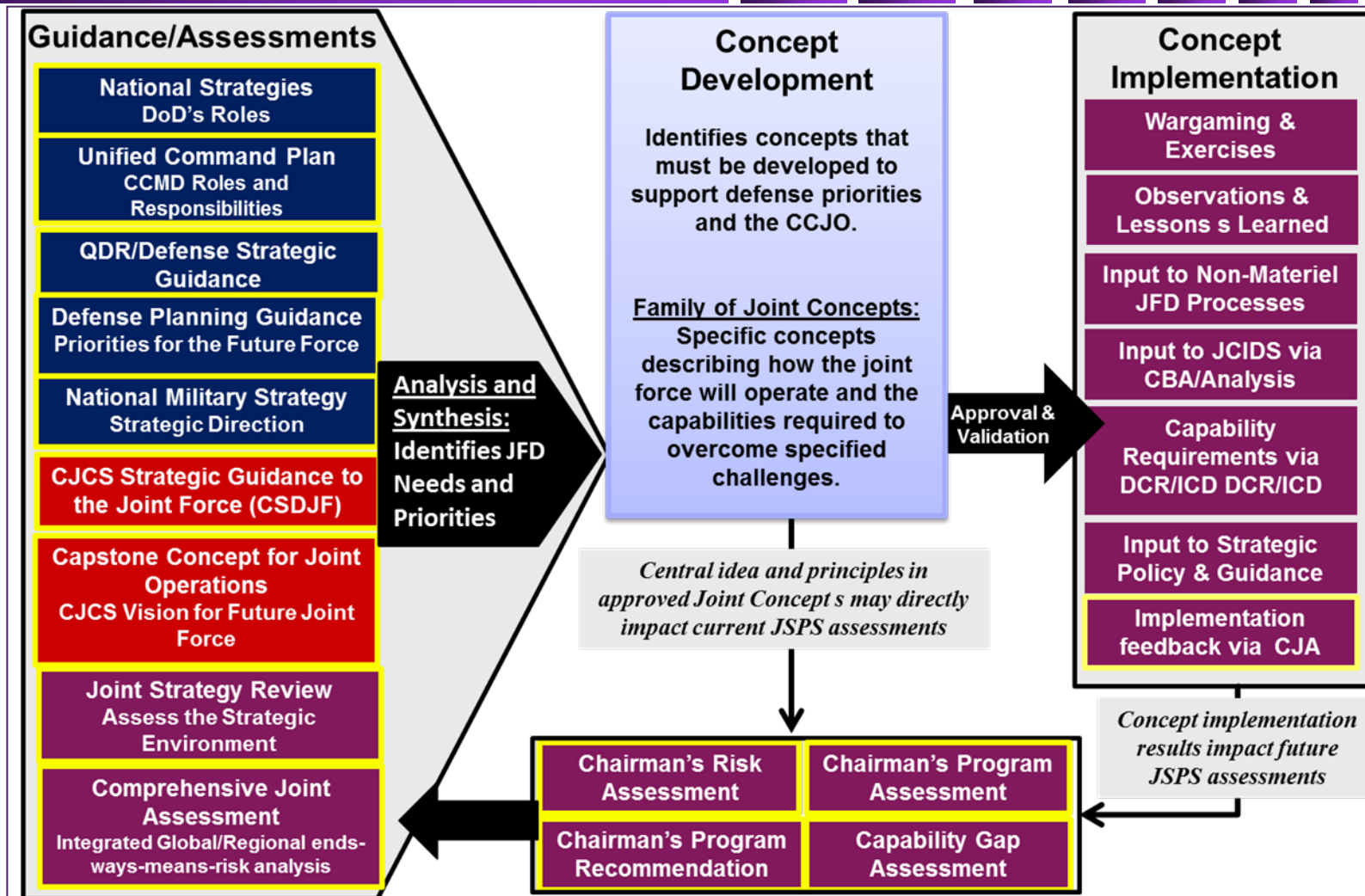
Annual Chairman's Joint Assessment

Annual Capability Gap Assessment

Annual Chairman's Risk Assessment



Joint Concepts: Supporting the CJCS's Statutory Roles



US Code Title 10 US. Sec. 153 Para (d) (2) (F) – Identification of the strategy, underlying concepts, and component elements that contribute to the achievement of the United States national military objectives; CJCSI 3010.02C, C-1, Para 1, 27-Jan-12 (JCD&E Instruction); Joint Pub 1

Selected Joint Integrating Concepts

- Global Strike JIC, Jan 05. This paper describes a concept for conducting Global Strike (GS) operations during the “Seize the Initiative” (STI) phase of a major combat operation (MCO) in 2015.
- Netcentric JIC. Oct 05. This document provides a conceptual look at how the Net-Centric Operational Environment, the NCOE, will enhance the overall performance of warfighters at every level. Its focus is supporting a Joint Task Force (JTF), including the JTF Commander, JTF mission partners, and warfighters at the “first tactical mile.”
- JUO JIC, Jul 07. This concept focuses on combat situations, in particular counterinsurgency and major combat operations against primarily irregular enemies embedded within urban areas.
- Joint Seabasing JIC, Aug 05. This document describes how Seabasing will complement, integrate and enable joint military capabilities throughout the littorals with minimal or no access to nearby land bases. It defines joint Seabasing, explains its relevance to strategic guidance and joint concepts, lays out assumptions and risks, identifies essential capabilities, defines attributes, and provides guidelines of how joint Seabasing can be executed to support national military objectives.
- Persistent ISR, Mar 07. The purpose of this JIC is to provide an operational-level description of how improvements to ISR planning and direction can provide the JFC with increased persistence in observation and collection against elusive targets of interest across the ROMO.
- CWMD JIC, Dec 07. The CWMD JIC describes how a JFC, with responsibility for a JOA, will conduct future (2015-2027) operations to combat WMD development, proliferation, acquisition and employment.
- MDA JIC, The Maritime Domain Awareness Joint Integrating Concept (MDA JIC) examined the challenge the joint force faces in its ability to collaboratively collect, process, analyze, and disseminate information on surface, near surface, and sub surface maritime threats, including weapons of mass destruction.
- IAMD JIC, describes how the Joint Force Commander integrates capabilities to achieve objectives for countering air and missile threats during military operations. IAMD requires the integration of capabilities and overlapping operations to defend the Homeland and US National interests, and protect the Joint Force by ensuring freedom of action by negating an adversary’s air and missile capabilities.

Selected Integrating Concepts

- ***Defeating Terrorist Networks Joint Integrating Concept*** defines the capabilities required in the areas of organization, training, equipment and authorities to enable the joint force to counter terrorist networks characterized as highly adaptive, constantly evolving and unconstrained by international boundaries or Western concepts of the rule of law. Solutions developed will improve the joint force ability to understand, target, and disrupt designated terrorist networks, and operate within an interagency or multinational counterterrorist framework to defeat transnational terrorist networks.
- ***Foreign Internal Defense Joint Integrating Concept (FID JIC)*** provides tools and procedures to enable the Joint Force Commander to work in concert with interagency and international partners to assist host nations to anticipate, preclude and counter internal threats. Led by SOCOM and USMC, the FID JIC was examined using a scenario vignette for 2009-2016 in a fictional country with significant economic and military challenges. A CBA began a rigorous analytic review of required capabilities in order to develop specific capability change recommendations.
- The ***Joint Urban Operations Joint Integrating Concept (JUO JIC)*** improves the ability of the Joint Force to operate in an urban environment to defeat adversaries embedded and diffused within populated urban areas without causing catastrophic damage to the functioning of the society. The JUO JIC identified 12 required capabilities for implementing the JUO JIC.

JOA Operational Objectives & Capabilities Mapping

Gain & Maintain Regional Cooperative Advantage

- Assure Access
- Build Partnerships
- Establish Force Posture
- Conduct Security Cooperation

Aggregate the Force












- Transition to Mission Capable JC4ISR
- Form Mission Tailored Joint Force
- Execute FDO
- Deploy
- Establish Distributed Basing










Disrupt, Destroy, Defeat A2/AD












- Overcome the Enemy's A2/AD Capabilities
- Fire & Maneuver
- Counter Adversaries Ability to Fire and Maneuver
- Gain Local Domain Superiority
- Conduct Entry*


Conduct Sustained Operations*

- Conduct Follow-on Operations
- Sustain Combat Power in an A2/AD Environment
- Transition
- Accomplish National Objectives

006  Detect and respond to CNA in opposed access	022  Protect friendly space forces while disrupting enemy space opns
023  Conduct cyber defense in context of opposed access	027  Inform, influence selected audiences to facilitate access
028  Develop relationship and partnerships to ensure access	029  Secure basing, navigation, over flight rights and support agreements
030  Provide training, supplies, equip, and other assistance to improve partner access capabilities	001  ** Strengthen U.S. Security posture in the region
002  Advance constructive security initiatives and built transnational and partner nation capacity and capabilities in the region	003  Thwart the emergence of specific security threats (transnational and host nation (HN)) in the region
004  U.S. and partner initiatives to alleviate, the underlying conditions of violent extremism & destabilizing militancy	005  Enable and improve cooperative security arrangements for improved multinational operating performance.

001  Reliable, interop connectivity between HQs and forces while en route	002  Perform effective C2 in degraded and/or austere communications environment
003  Sharable, user-defined COP from common database	004  Integrate cross-domain operations at lower echelons
005  Employ mission command at all echelons and across domains	007  Conduct timely / accurate cross domain intel fusion
008  Develop all categories of intel in any necessary domain	015  Conduct en route C2, mission planning, and assembly of forces
021  Protect forces and supplies deploying by sea and air	

009  Locate, target, and suppress/neutralize A2AD capabilities in complex terrain	010  Leverage cross domain cueing to detect and engage enemy systems in depth
011  Conduct EA and CNA against A2/AD capabilities	012  Interdict enemy forces and material flowing into operational area
013  Operational maneuver over strategic distances along multiple axes by air and sea	014  Ability to maneuver in cyberspace to gain entry into hostile networks
016  Conduct forcible entry Ops from raids to initiation of sustained land Ops	017  Mask the approach of Joint maneuver elements IOT penetrate A2/AD and strike
018  Defeat enemy targeting systems and precision fire capability	019  Expeditionary missile defense to counter increased A2/AD capabilities
020  Protect and reconstitute bases and infrastructure critical to force	

024  Deploy, employ, and sustain force via global network of fixed and mobile bases	025  Quickly establish flexible non-standard support mechanisms
026  Plan, manage, and integrate contract support to gain access during armed resistance	

*When required

**JOAC was predicated on capabilities in the MSCS