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 - **Global Military Integration – Executive Summary for Fellows**
- **All Domain Operations Insights and Considerations**
 - **All Domain Seminar – SIPR Website Information Paper**
- **Setting Conditions**

Welcome to the **CAPSTONE** **Joint Operations Module (JOM)**



Introduction and Course Overview

Col Chuck Basham, USMC
Chief, Deployable Training Division
Joint Staff J7

The overall classification of slides is

UNCLASSIFIED

- **Deployable Training Division Overview**
- **Admin**
- **Group Assignments**
- **Senior Fellow Coordinator**

Deployable Training Division

Function: Provide joint training and education from a global perspective to improve the operational effectiveness of the Joint Force.

Highly Qualified Expert – Senior Mentor Program

**DEPLOYABLE
TRAINING
TEAMS**



15 Billets

Audiences
Joint Staff
All Combatant Commands
Sub-unified Commands
JTFs

**SENIOR
LEADER EDUCATION**



- Principles**
- Understanding strategic environment
 - Focused on Readiness
 - Efficient & Effective use of resources
 - Tailored to specific audiences

Team of Teams
Multiple training partners: Service, JECC, MCTP, Doctrine, Education, Joint Staff, Future Joint Force Development

- Continuum**
- JKO courses
 - Facilitated Seminars:
 - Academic, Senior Leader & Strategic Appreciation
 - Staff Assist Visits
 - CPX / MRX

- Products / Solutions**
- Facilitated After Action Review
 - Executive Summary Report
 - Focus Papers
 - Blended Learning Training Packages

- PINNACLE**
- Facilitated discussion led by Combatant Commander & four star Senior Fellows
 - Focus on National Policy with international implications & integration into campaign plans.

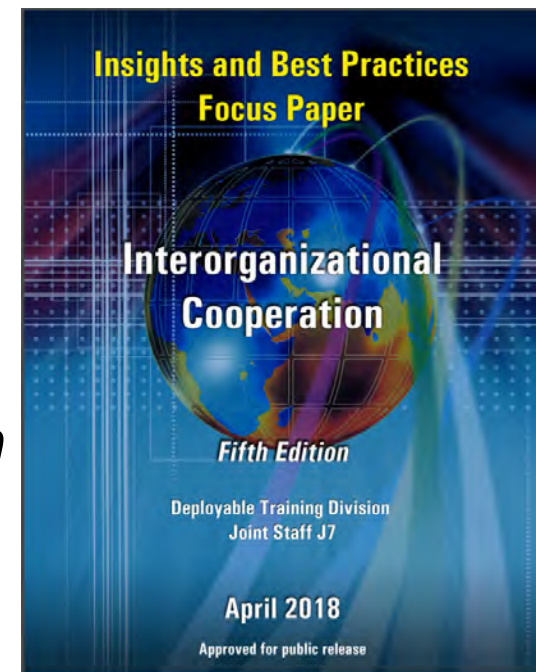
- CAPSTONE & KEYSTONE**
- Facilitated plenary and small group seminars led by NDU Senior Fellows
 - Focus on Operational Art and Commander-centric, whole of government approach to Joint Operations

A Comprehensive Approach to Unified Action

***Deployable Training Division
Joint Staff J7***

The overall classification of slides is

UNCLASSIFIED



Discussion Topics

- **Alignment with Strategic Direction**
- **National Policy and the Interagency Process**
- **Unity of Effort with Allies and Partners**



National Security Strategy
***(Interim National Security
Strategic Guidance, March 2021)***



National Defense Strategy
(28 March 2022)

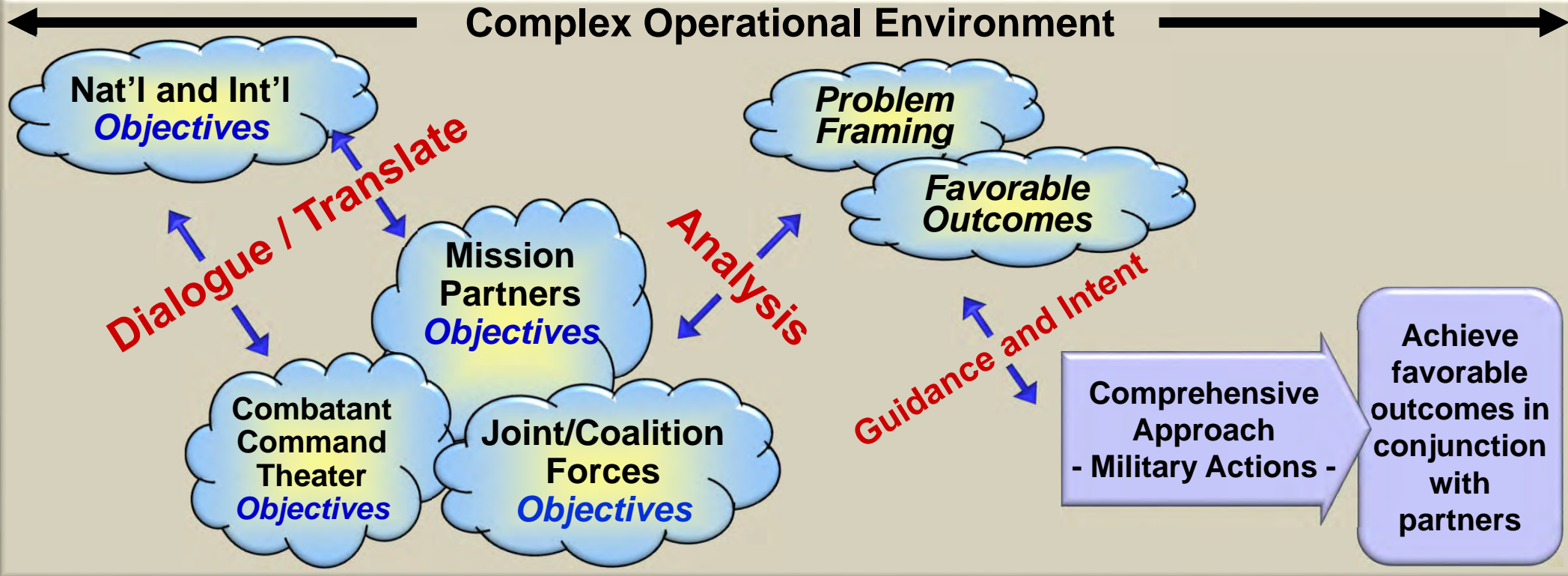


National Military Strategy

Alignment with Strategic Direction

Strategic Objectives → Operational Approach → Tactical Actions

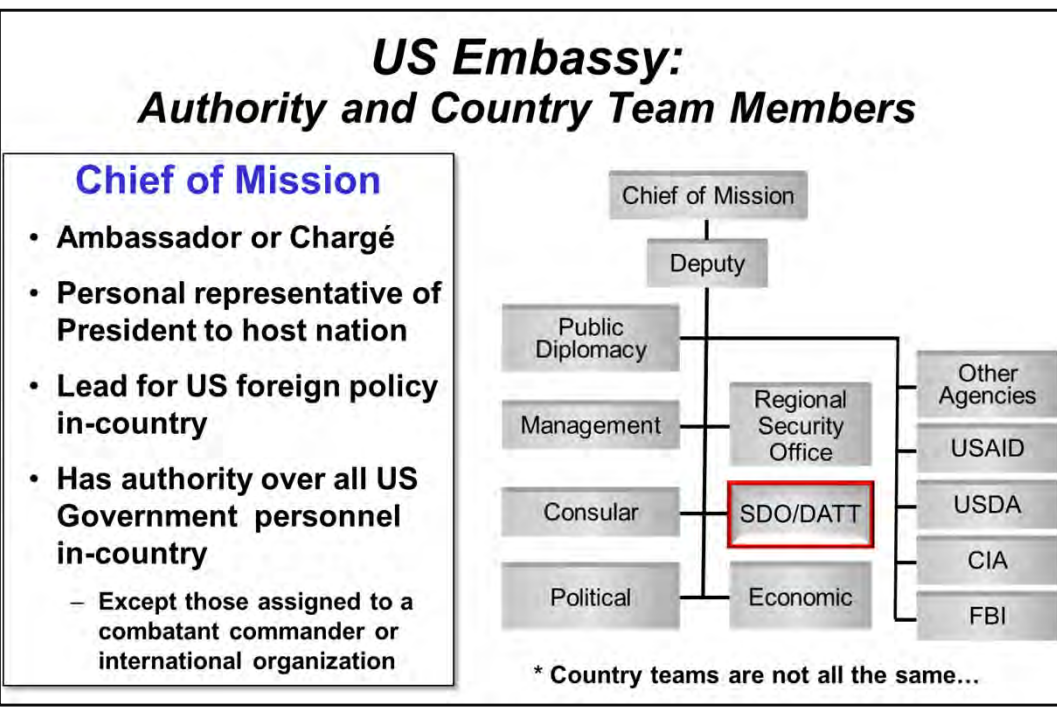
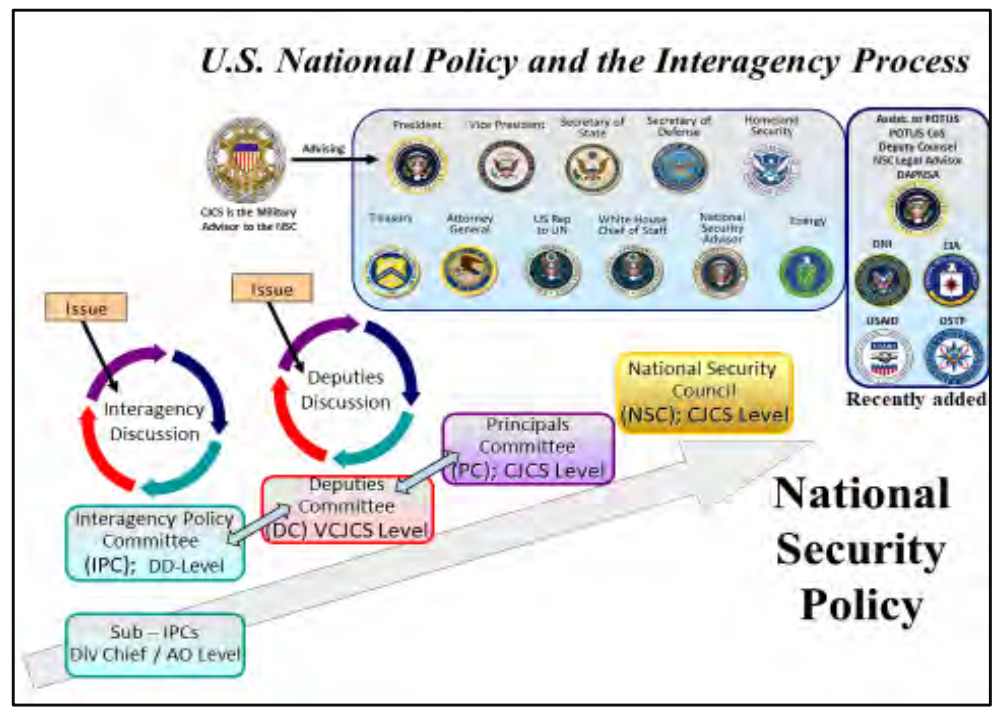
Complex Operational Environment



Insights

- *Adapt to operating within the complexities of the strategic environment*
- *Retain alignment with strategic direction even under changing conditions*
- *Inform and be informed by continuous strategic dialogue and translation*
- *Translate strategic dialogue into clear guidance and intent to subordinates*

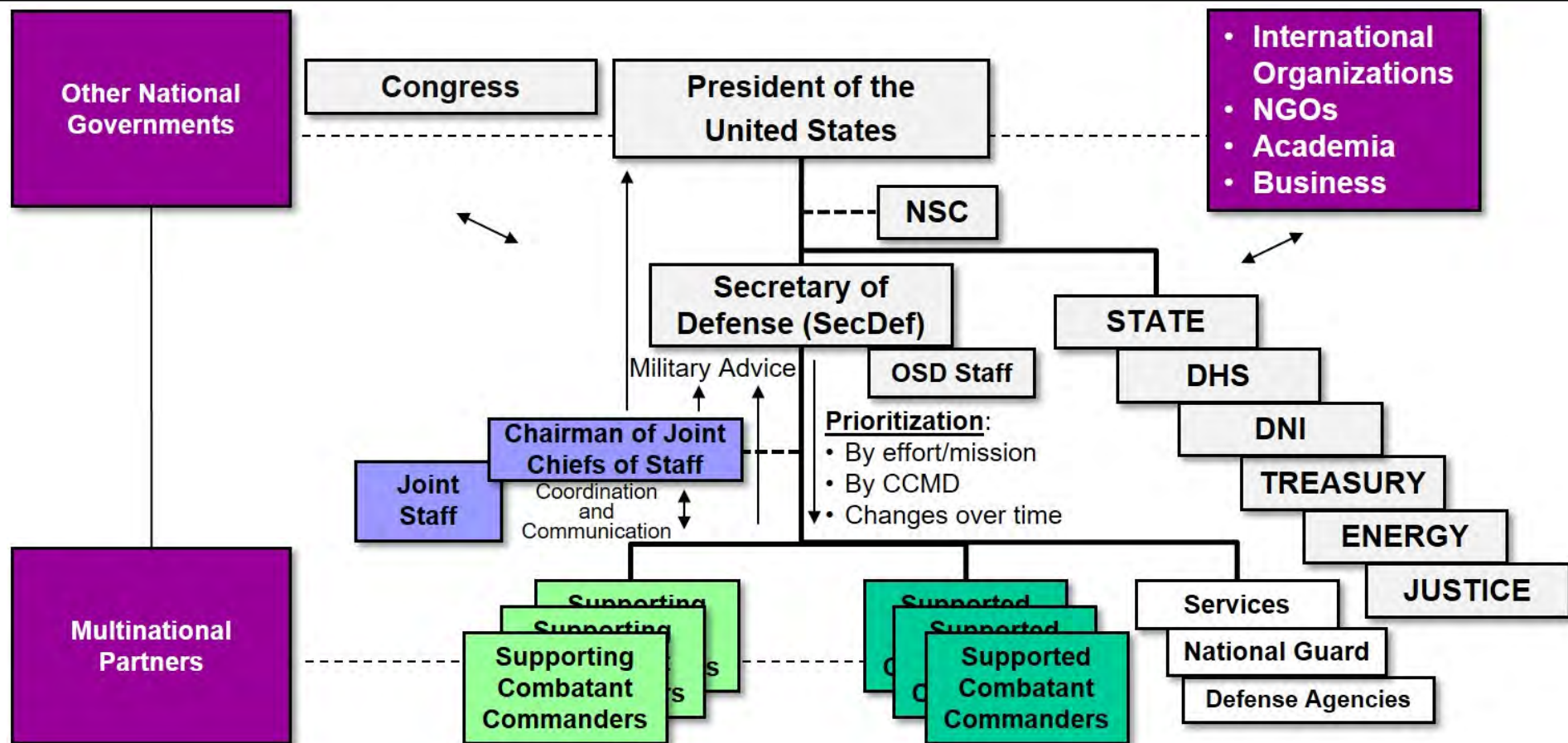
National Policy and the Interagency Process



Insights

- Operate as part of a whole-of-government effort
- Be prepared to assume a supporting role to other interagency partners
- Leverage the Country Team as the gateway to agencies in country

Unity of Effort with Allies and Partners



Insights

- **Leader / Commander sets the tone for integration with partners**
- **Every nation operates in accordance with their national interests**
- **Strive toward unity of effort, not unity of command**
- **Integration with allies and partners occurs at all echelons**

Key Takeaways

In this age, I don't care how tactically or operationally brilliant you are, if you cannot create harmony – even vicious harmony – on the battlefield based on trust across service lines, across coalition and national lines, and across civilian / military lines, you really need to go home, because your leadership in today's age is obsolete. We have got to have officers who can create harmony across all those lines.

- General James N. Mattis, USMC June 2010

References

- **DOD Dictionary of Military and Associated Terms**
- **Joint Pub 1, Vol 1, “Joint Warfighting Reference Copy,” 29 Jun 2020**
- **Joint Pub 1, Vol 2, “The Joint Force,” 19 Jun 2020**
- **Joint Pub 3-0, “Joint Campaigns and Operations,” 18 Jun 2022**
- **National Defense Strategy 2022**
- **National Military Strategy 2018**
- **National Security Strategy 2017**
- **Joint Staff J7 Insights and Best Practices, Interorganizational Cooperation Focus Paper, 5th Edition, Apr 2018**



Fact Sheet: 2022 National Defense Strategy

On 28 March the Department of Defense transmitted to Congress the classified 2022 National Defense Strategy (NDS).

For the first time, the Department conducted its strategic reviews in a fully integrated way – incorporating the Nuclear Posture Review (NPR) and Missile Defense Review (MDR) in the NDS – ensuring tight linkages between our strategy and our resources. The unclassified NDS will be forthcoming.

Consistent with the President’s Interim National Security Strategic Guidance, the classified NDS sets out how the Department of Defense will contribute to advancing and safeguarding vital U.S. national interests – protecting the American people, expanding America’s prosperity, and realizing and defending our democratic values.

The Defense priorities are:

1. Defending the homeland, paced to the growing multi-domain threat posed by the PRC
2. Deterring strategic attacks against the United States, Allies, and partners
3. Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe
4. Building a resilient Joint Force and defense ecosystem.

The Department will act urgently to sustain and strengthen deterrence, with the People’s Republic of China (PRC) as our most consequential strategic competitor and the pacing challenge for the Department.

Russia poses acute threats, as illustrated by its brutal and unprovoked invasion of Ukraine. We will collaborate with our NATO Allies and partners to reinforce robust deterrence in the face of Russian aggression.

The Department will remain capable of managing other persistent threats, including those from North Korea, Iran, and violent extremist organizations.

Changes in global climate and other dangerous transboundary threats, including pandemics, are transforming the context in which the Department operates. We will adapt to these challenges, which increasingly place pressure on the Joint Force and the systems that support it.

Recognizing growing kinetic and non-kinetic threats to the United States’ homeland from our strategic competitors, the Department will take necessary actions to increase resilience – our ability to withstand, fight through, and recover quickly from disruption.

Mutually-beneficial Alliances and partnerships are an enduring strength for the United States, and are critical to achieving our objectives, as the unified response to Russia's further invasion of Ukraine has demonstrated. Answering this "call to action," the Department will incorporate ally and partner perspectives, competencies, and advantages at every stage of defense planning.

The Department will advance our goals through three primary ways: integrated deterrence, campaigning, and actions that build enduring advantages.

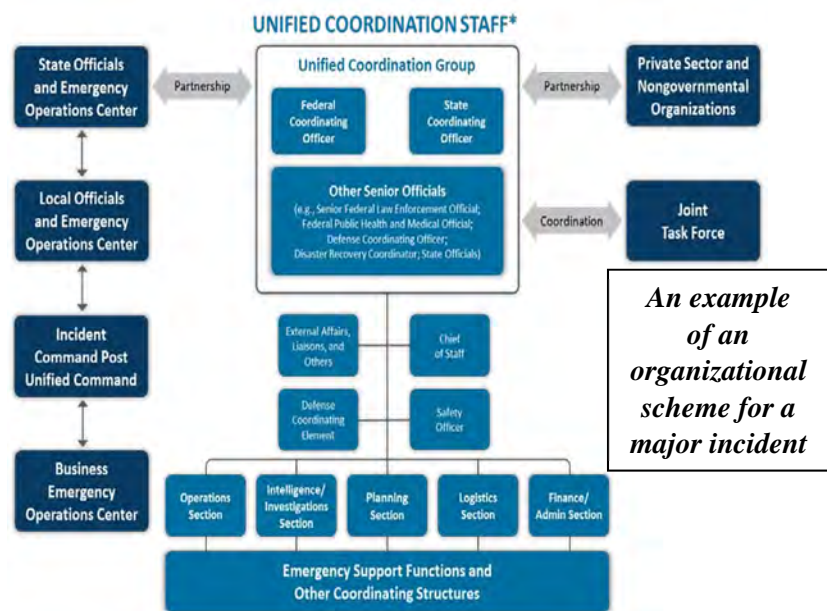
- Integrated deterrence entails developing and combining our strengths to maximum effect, by working seamlessly across warfighting domains, theaters, the spectrum of conflict, other instruments of U.S. national power, and our unmatched network of Alliances and partnerships. Integrated deterrence is enabled by combat-credible forces, backstopped by a safe, secure, and effective nuclear deterrent.
- Campaigning will strengthen deterrence and enable us to gain advantages against the full range of competitors' coercive actions. The United States will operate forces, synchronize broader Department efforts, and align Department activities with other instruments of national power, to undermine acute forms of competitor coercion, complicate competitors' military preparations, and develop our own warfighting capabilities together with Allies and partners.
- Building enduring advantages for the future Joint Force involves undertaking reforms to accelerate force development, getting the technology we need more quickly, and making investments in the extraordinary people of the Department, who remain our most valuable resource.

The Department will develop, design, and manage our forces – linking our operational concepts and capabilities to achieve strategic objectives. This requires a Joint Force that is lethal, resilient, sustainable, survivable, agile, and responsive.

Key Department of Homeland Security (DHS) Documents for Interagency Integration with State, Local, Private Sector in Emergency/Disaster Response

The **National Response Framework (NRF)** provides foundational emergency management doctrine for how the Nation responds to all types of incidents. The NRF is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System (NIMS) to align key roles and responsibilities across the Nation. The structures, roles, and responsibilities described in the Framework can be partially or fully implemented in the context of a threat or hazard, in anticipation of a significant event, or in response to an incident. Implementation of the structures and procedures allows for a scaled response, delivery of specific resources and capabilities, and a level of coordination appropriate to each incident. The NRF is structured to help jurisdictions, citizens, nongovernmental organizations and businesses:

- Develop whole community plans
- Integrate continuity plans
- Build capabilities to respond to cascading failures among businesses, supply chains, and infrastructure sectors
- Collaborate to stabilize community lifelines and restore services



The **National Incident Management System (NIMS)** guides all levels of government, nongovernmental organizations and the private sector to work together to prevent, protect against, mitigate, respond to and recover from incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents. NIMS applies to all incidents, from traffic accidents to major disasters.

National Response Framework website: <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>

National Incident Management System website: <https://www.fema.gov/emergency-managers/nims>

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MRN: [19 STATE 27839](#)
Date/DTG: Jun 14, 2019 / 141949Z JUN 19
From: SECSTATE WASHDC
Action: ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE *IMMEDIATE*
E.O.: 13526
TAGS: AODE, AMGT, ABUD, ABLD, ASEC
Subject: PRESIDENT TRUMP'S LETTER OF INSTRUCTION TO CHIEFS OF MISSION

1. The President's Letter of Instruction (PLOI) to Chiefs of Mission (COM) is the primary mechanism for communicating the President's foreign-policy priorities and defining COM authority and security responsibility. The PLOI has generally been revised by each new administration and sent to all Presidentially-appointed, Senate-confirmed Chiefs of Mission. The letter also provides instructions regarding the security of U.S. government personnel and dependents. President Trump has approved the language for his PLOI (paragraph 7). Each Senate-confirmed COM will receive a personal letter signed by the President. The Office of Presidential Appointments (HR/PAS) is coordinating with the White House on the personal letters. After the President's signature of the letters, HR/PAS will facilitate the delivery to each COM. COMs should share the full text of the new letter with others in their mission, especially their country team.

2. Changes from the previous PLOI ensure consistency with relevant U.S. law and existing presidential directives and clarify points that were past sources of confusion. Those changes are addressed in paragraphs 3-6.

3. Updated Terminology related to Department of Defense (DoD)

Commanders: The new PLOI replaces the term "U.S. area military commander" with the term "Geographic Combatant Commander (GCC)." "Area military commander" is not currently part of DoD's lexicon. This change is consistent with the historical intent of the exception provided for DoD elements performing military missions that the President and U.S. law have determined not to be under COM authority. GCC replaces the previous term in sections of the letter that address authority, security responsibility, and country clearance. Regional responsibilities are currently divided among six GCCs (AFRICOM, CENTCOM,

EUCOM, INDO-PACOM, NORTHCOM, and SOUTHCOM).

4. Voice of America (VOA) Correspondents: Previous PLOIs did not include the exception of VOA correspondents on official assignment abroad from COM authority and the Secretary of State's security responsibility contained within statute (22 U.S.C. §3927(a); 22 U.S.C. § 4802(a)(1)(A)). The new PLOI includes these exceptions to COM authority and security responsibility to be consistent with those statutory provisions.

5. Country Clearance Requirement for Executive Branch Personnel on the Staff of International Organizations (IO): The President now requires that agencies obtain country clearance for executive-branch personnel on the staff of IOs on permanent or temporary assignments to foreign locations. This change does not place these personnel under COM authority; however, it does provide a mechanism for the Department and post to account for personnel who are the security responsibility of the Secretary of State.

6. Long-Term Vacant Positions: To enhance accountability and efficiency, the President now requires all agencies to submit requests to the COM to abolish positions that have been vacant for at least two years. These requests must be submitted in accordance with existing procedures outlined in National Security Decision Directive (NSDD) 38. The COM must decide to approve or disapprove the request based on the President's priorities and consultations with the requesting agency.

7. Begin text:

Dear Mr. / Madam Ambassador:

I want to extend my personal best wishes and appreciation for your willingness to serve our country as the United States Government's representative to [country].

I know that you will undertake your responsibilities for representing the United States abroad with dedication. Our primary commitment is to the security and prosperity of all Americans. My National Security Strategy outlines four vital national interests that guide our foreign policy, and you will be at the front line of our efforts to: protect the American people, the homeland, and the American way of life; promote American prosperity; preserve peace through strength; and advance American influence.

Foremost, we must protect the security of Americans at home and around the world by confronting threats before they reach our border. You will play an integral part in our efforts to counter extremism and defeat terrorist groups, support conditions that strengthen stability and sovereignty, and protect basic human freedoms. Your leadership is vital to maintaining and enhancing the security and well-being of our diplomatic personnel, and supporting American citizens overseas.

National security and prosperity depend on a strong and growing American economy. You must work to promote free, fair, and reciprocal trade through bilateral trade and investment strategies, redress unfair trade practices, and support American businesses abroad. We must fight corruption and work to build fair and vibrant markets and a stable international economy. It is also imperative that we protect our intellectual property, a product of our Nation's innovative culture and a key advantage that we cannot afford to lose.

We will also preserve peace through strength. American strength, leadership, and confidence deter wars, promote peace, and protect our friends. The world is a competitive place. We face revisionist powers, rogue nations, and transnational actors that threaten our prosperity and security, and challenge our influence. Technology and information have accelerated these competitions and generated new means of undermining our interests short of direct confrontation. America must compete through strategies that integrate all tools of national power, including diplomatic, economic, law enforcement, intelligence, and military.

Americans benefit from deep, sustained, and focused engagement with the rest of the world. We must lead with robust traditional and public diplomacy in bilateral, regional, multilateral, and public forums to advance American influence and shape the rules of the road. Allies and partners magnify our power and enhance our influence. We must strengthen these relationships based on the principle of cooperation with reciprocity, in which all partners contribute their fair share to advancing common goals. We will not impose our values, but we will encourage aspiring partners to strengthen their sovereignty and realize the benefits of free markets and individual liberty. We must use diplomatic and development tools to catalyze the mutually beneficial political, economic, and societal relationships that strengthen security partnerships and build trading partners. We will champion American values and stand with those who seek freedom.

In everything we do abroad, we are guided by our values and disciplined by our interests. By representing the United States and leading your Mission, you will

help my Administration realize a bright vision for the future. A world that supports American interests and reflects our values makes America more secure and more prosperous.

This letter contains your detailed instructions as my personal representative and Chief of the United States Mission to [country]. As Chief of Mission, you have full responsibility for the direction, coordination, and supervision of all executive branch personnel, activities, and operations in [country]. This responsibility extends to all executive branch personnel, regardless of their employment categories or location, within your geographic area of responsibility. Unless United States law or guidance approved by me specifically provides otherwise, the only exceptions to your authority are personnel and elements in [country] under the command of a Geographic Combatant Commander; Voice of America (VOA) correspondents on official assignment; and United States Government executive branch employees officially on the staff of an international organization and performing the functions of that organization. [Where applicable, language will be added to address countries in which multiple COMs reside/operate such as countries with U.S. missions to international organizations and countries where a bilateral COM temporarily hosts another bilateral COM.]

You will report to me through the Secretary of State. Under my direction, the Secretary of State is, to the fullest extent of the law, responsible for the overall coordination of all United States Government activities and operations abroad. The only authorized channel for instruction to you is from the Secretary or from me, unless the Secretary or I personally direct otherwise. All executive branch agencies with employees in [country] must keep you fully informed at all times of their current and planned activities. You have the right to see all communications to or from executive branch agencies and their employees serving under your authority, however transmitted, except those specifically exempted by law or guidance approved by me.

You should work with the agencies of your host government, non-governmental organizations, the private sector, international organizations, and our military as appropriate to leverage initiatives as required by law or in support of the policies of my Administration.

To ensure the best possible coordination, I direct that you and the Geographic Combatant Commander keep each other fully and currently informed and that you routinely coordinate on all activities of mutual interest. Any disagreements that cannot be resolved with the Geographic Combatant Commander must be reported

to the Secretary of State and the Secretary of Defense for resolution.

You and the Geographic Combatant Commander must continually consult and coordinate responses to common threats against our personnel and facilities in [country] and assist one another, within allocated resources, to facilitate the secure implementation of my foreign policy priorities. Unless an agreement between the Secretary of State and the head of another agency provides otherwise, you are responsible for the security of all United States Government personnel on official duty in [country], except for personnel and elements in [country] under the command of a Geographic Combatant Commander, VOA correspondents on official assignment, United States Government executive branch employees officially on the staff of an international organization and performing functions of that organization, or the authorized accompanying dependents of any of these categories of United States Government personnel. Your security responsibilities also include the protection of authorized accompanying dependents of personnel under your security responsibility. I expect you to take direct and full responsibility for the security of your Mission and all the personnel for whom you are responsible, regardless of their location. I also expect you to support counterintelligence and counterterrorism activities that enhance the security of United States interests abroad and that have implications for the homeland.

You are responsible for ensuring the effective performance of the personnel and programs under your authority and for promoting the protection and appropriate handling of United States Government information. You should promote a culture of equal opportunity and ensure that any misconduct, including discrimination and harassment of any kind, and poor performance are addressed appropriately.

To maximize cost-effectiveness and minimize security risks to Americans, the number of United States Government personnel must be kept to the minimum necessary to implement my legal duties and foreign policy priorities. Unless a clear benefit to the United States Government justifies otherwise, all functions that can be performed effectively and efficiently by personnel based in the United States or at regional offices overseas should be performed in those locations. Similarly, you should ensure the greatest possible use of the expertise of host country citizens and outsource functions when it is effective and efficient to do so, consistent with any counterintelligence or other security concerns. Should you find the Mission's staffing to be either excessive or inadequate for the effective advancement of priority goals and objectives, you should initiate staffing changes in accordance with established procedures.

Every executive branch agency must obtain your approval before changing the size, composition, or mandate of their agency staff under your authority. In order to effectively account for personnel and resources, I have directed that agencies submit requests to you to abolish positions that have remained vacant for at least 2 years.

You retain the authority to approve or disapprove staffing requests based on my Administration's policy priorities and your consultations with the requesting agency. If a Department head disagrees with your decision on a staffing matter, that individual may appeal your decision to the Secretary of State. In the event the Secretary is unable to resolve the dispute, the Secretary and the respective Department head will present their differing views to me for decision.

All United States Government personnel other than those personnel and elements under the command of a Geographic Combatant Commander must obtain your approval before entering [country] on official business. To ensure accountability and security for personnel, country clearance must be obtained for temporary duty assignments in [country]. You may refuse country clearance or may place conditions or restrictions on visiting personnel as you determine necessary. While country clearance will generally be managed through automated country clearance systems provided by the Department of State and Department of Defense, you may, at your discretion, authorize use of other processes when necessary.

I am counting on your advice and leadership to help protect and advance America's interests. I expect you to discharge your responsibilities with professional excellence and in full conformance with the law and the highest standards of ethical conduct. Remember as you conduct your duties that you are representing not only me, but also the American people and America's values.

Sincerely,

Donald J. Trump

End text.

8. A modified version of the PLOI containing the same basic text will be sent to missions where multiple COMs are present in a single country. These customized letters will apply to countries with bilateral and multilateral missions and countries where a host bilateral mission is supporting a second bilateral mission.

9. If you have any questions, please contact M/PRI at M_COMAuthority@groups.state.gov.

Signature:	Pompeo
Drafted By:	M/PRI :Rebecca Brown
Cleared By:	D: JMcClintock S/P: DFeith P: CRamsey M: MLampel M/PRI: JSchechter-Torres HR: KStana (info by request) L/M: CJohnson GPA: MStroh R: EArmitage L/PD: Ona Hahs SES\KlingerNA
Approved By:	M: Brian J. Bulatao (BJB)
Released By:	IRM_OPS_MSO:Nunnally, David M
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XMT:	BASRAH, AMCONSUL; CARACAS, AMEMBASSY; ST PETERSBURG, AMCONSUL
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USAID/BHA's Mandate

- Save lives
- Alleviate human suffering
- Reduce the physical, social and economic impact of disasters

USAID's Bureau for Humanitarian Assistance (BHA) Quick Reference Guide

- USG Lead for HA/DR
- USG first responders after disasters
- Disaster risk reduction/mitigation before disasters

Current Activities

Focus is Preparedness, Early Warning, Disaster Relief, Early Recovery

- BHA responds to an average of 75 disasters in more than 70 countries every year (rapid and slow onset disasters, as well as complex emergencies).
- More than 600 staff worldwide; 49 Field Offices located around the world; Regional Offices in Costa Rica, Hungary, Kenya, Senegal, Thailand with humanitarian advisors in New York (USUN), Geneva (USUN), Rome (USUN), and Atlanta (CDC).
- BHA Humanitarian Assistance Advisors/Military (HAA/Ms) based at AFRICOM, EUCOM, CENTCOM, INDOPACOM, SOUTHCOM, NORTHCOM and SOCOM.
- Stockpiles of appropriate disaster relief commodities and emergency food pre-positioned in Djibouti, South Africa, Italy, UAE, Malaysia, Miami, FL and Houston, TX.
- Regional experts, technical experts, logistics cell, and surge capacity in Washington, D.C.
- Disaster Assistance Response Teams (DARTs) deployed in the field and Response Management Teams (RMTs) activated in Washington, D.C., stand up as needed.
- Grants awarded to implementing humanitarian partners such as the UN, International Organizations, and NGOs.
- USAID/BHA provided more than \$6 billion in humanitarian assistance in fiscal year 2019.

DOD-USAID Joint Ops

Not all USG HA/DR operations involve the Department of Defense (DOD), but when they do...

- Link-up with USAID ASAP. This may be at the Embassy, USAID Mission, or DART in the field
- Key DOD contact with DART will be one of USAID/BHA's Civ-Mil Affairs Advisors (CMACs)
- Start talking early: Decide who does what, when, and how communication will flow
- Exchange liaison officers - in DC, at the CCMDs, in the field
- Share information - Keep info unclassified as much as possible
- Work as one USG team: Joint operations and planning
- Policy direction comes from the U.S. Ambassador – Chief of Mission authority in-country
- Share capabilities between the JTF and the DART - *Remember* USAID is the lead federal agency for HA/DR
- Provide assistance on a needs-based "PULL" system, not "PUSH" system
- DOD can often help with airfield ops and short-haul transport (*wholesale* assistance not *retail*)
- BHA can help with UN and NGO information and coordination

	CENTCOM	EUCOM	INDOPACOM	SOUTHCOM	NORTHCOM	SOCOM
Elizabeth Blanchford eb Blanchford@usaid.gov 703-338-2475	Jake Childers jchilders@usaid.gov 571-236-3464	Elizabeth Brown ebrown@usaid.gov 571-225-0885	Kristin (Kij) Pettersen kpetersen@usaid.gov 571-228-0622	Veronika Martin vmartin@usaid.gov 571-338-3818	Steve Goodwin sgoodwin@usaid.gov 571-228-1774	Sharon McHale smchale@usaid.gov 571-216-2944
	Adam Tousley (Bahrain) atousley@usaid.gov (571)218-0145	David Bopp dbopp@usaid.gov 571-216-3747	Greg Ulma gulma@usaid.gov 571-214-6877	Kaitlyn Neuberger kneuberger@usaid.gov 571-216-7887		
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Joint Humanitarian Operations Course		CMD Washington Staff		JHOC LMS Access		
(JHOC) jhoc@usaid.gov		BHA.CMDDC@usaid.gov		https://usaidjhoc.myabsorb.com		

Checklist for working with USAID/BHA on a disaster response

At the Strategic Level (OSD / JCS)

- ☐ Will USAID establish a Response Management Team (RMT) in Wash DC?
 - ☐ If yes, the phone# is _____ & main POC is _____
 - ☐ Will DOD send a Liaison Officer?
 - ☐ If yes, who: _____ Contact info: _____
- ☐ Has there been a request for DOD assistance? And, been approved by SecDef?
- ☐ Is USAID part of DOD's planning to include Planords and Exords?
- ☐ Is USAID/BHA vetting DOD assistance to the disaster area?

At the Operational Level(Combatant Command)

- ☐ Has the CCMD established a communication and coordination link with USAID?
 - ☐ Will there be a BHA Advisor stationed at the CCMD?
 - ☐ If yes, who: _____ Contact info: _____
- ☐ Is USAID/BHA part of CCMD's planning process, providing input on the OPT, at GO/FO briefings, and chopping on documents such as Planords and Exords?
- ☐ Is USAID/BHA vetting DOD HA supply deliveries and local purchases to the disaster area?
- ☐ Is USAID/BHA vetting requests for DOD assistance from non-DOD entities?
- ☐ Has CCMD received authorization to transport non-military and non-USG personnel and supplies on DOD assets?

At the Tactical Level ("JTF")

- ☐ Has the JTF established contact with Important Partners?
 - ☐ U.S. Embassy POC: _____ Contact: _____
 - ☐ USAID Mission POC: _____ Contact: _____
 - ☐ USAID/DART POC: _____ Contact: _____
 - ☐ Local Government POC: _____ Contact: _____
 - ☐ Other _____ POC: _____ Contact: _____
- ☐ Will the USAID/DART attach a Civ-Mil Advisor to the JTF?
 - ☐ If yes, who: _____ Contact info: _____
- ☐ Will the JTF attach a Liaison Officer to the USAID/DART?
 - ☐ If yes, who: _____ Contact info: _____
- ☐ Has the JTF Commander and the USAID/DART Team Leader linked up?
- ☐ Is the JTF sharing SITREPS and other info with the USAID/DART and visa versa?
- ☐ Has the JTF unclassified as much information as possible?
- ☐ Has the JTF established a system with the USAID/DART for:
 - ☐ Requests for Assistance (RFAs) and Mission Tasking Matrix (MITAM) process
 - ☐ Joint daily update briefs with CCMD and/or JS
 - ☐ DOD excess property deliveries vetted by the USAID/DART and visibility on what's coming
 - ☐ JTF assets moving non-DOD people and supplies
 - ☐ Joint operational planning to include the transition/exit plan
- ☐ Has the JTF planned for a joint press effort with the Embassy and USAID/DART?

Globally Integrated Operations

Insights and Considerations

Deployable Training Division
Joint Staff J7

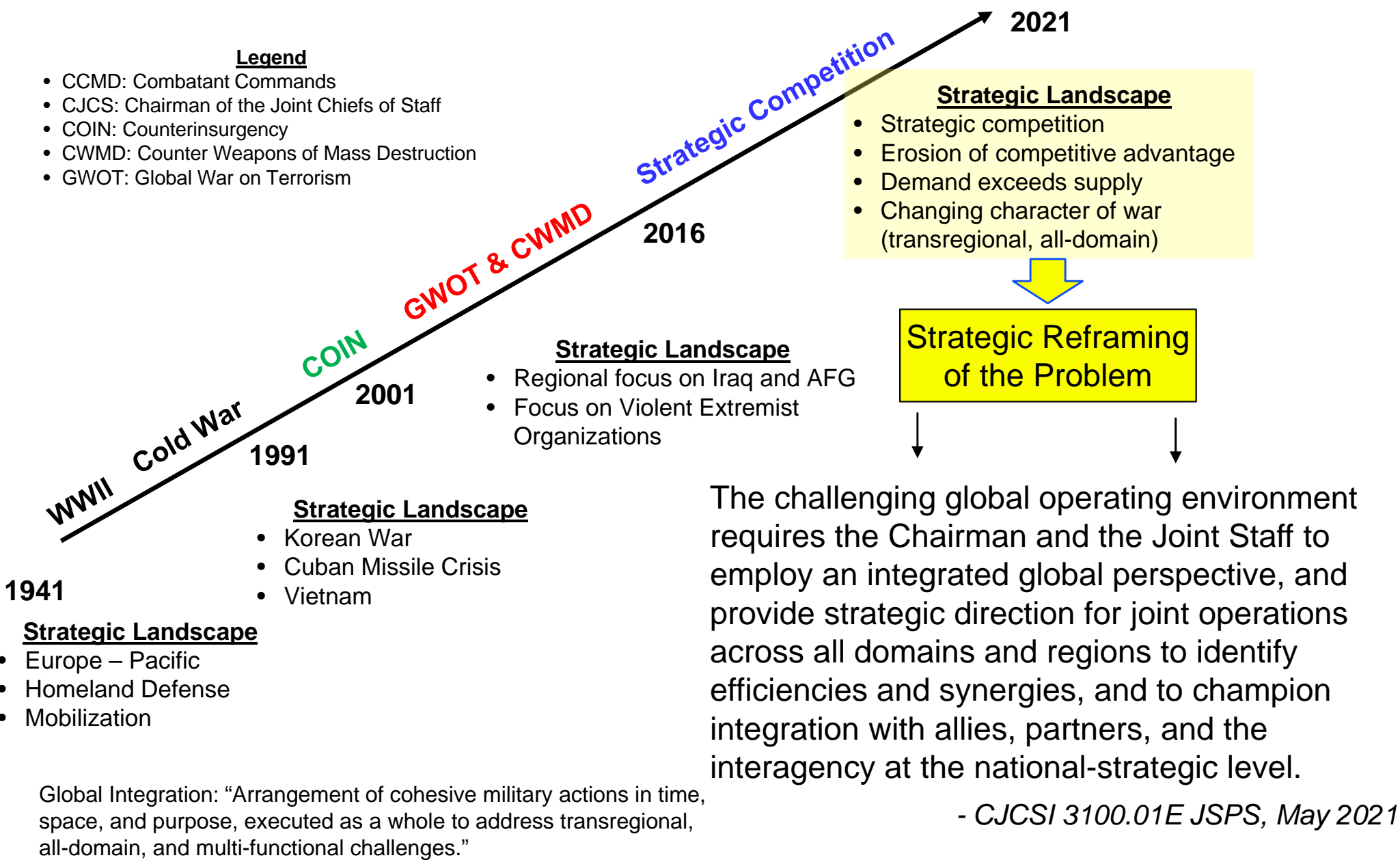
The overall classification of slides is

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Challenges

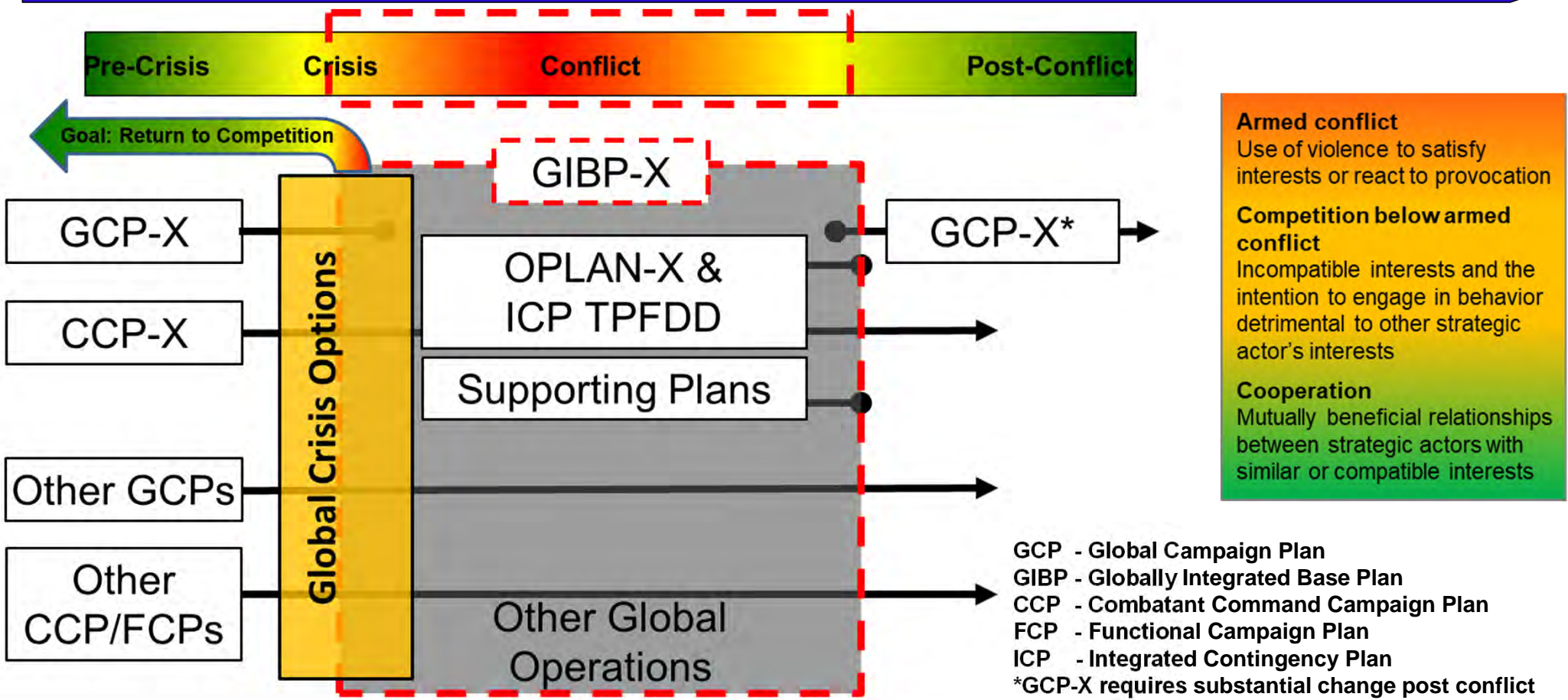
- **Adapting to the changing character of war**
- **Operating across the “Continuum of Conflict” and associated transitions**
- **Understanding deterrence and risk**
- **Understanding roles across the Joint Force in today’s global environment**

Perspective on Global Military Integration



Continuum of Conflict

- Plans and Transitions -



Observations

- **Global Campaign Plans (GCPs) inform day-to-day campaigning during competition**
- **Globally Integrated Base Plan (GIBP) provides a framework for risk-informed strategic decisions at the speed of relevance to adapt to a changing strategic environment**
- **Global Crisis Options provide ways to deter, confront, and respond (return to competition)**

Deterrence

Definition (JP 3-0)

Prevention of action by:

- The existence of a credible threat of unacceptable counteraction
- And/or belief that the cost of action outweighs the perceived benefits

Deterrence is a state of mind brought about by the adversary's perception of:

- Likelihood of being denied the expected benefits of his action
- Likelihood of having excessive costs imposed for taking the action
- Acceptability of restraint as an alternative



Challenges

- *Understanding the Adversary*
- *Development of options to deter*
- *Alignment as part of "Integrated Deterrence"*
- *Assessing success of deterrence*

Risk

CJCSM 3105.01A 12 Oct 2021 establishes a joint risk analysis methodology and provides guidance for identifying, assessing, and managing risk.



- Considerations:**
- Risk to what?
 - Risk from what?
 - How long?
 - Who owns the risk?

- Insights**
- *Understand and over-communicate the different perspectives on risk*
 - *Address assumptions and time dimension of risk*
 - *Risk informs mitigation options and priorities*
 - *Appraise military risk and military strategic risk in a global strategic context*



- ***Understanding roles in the global environment***
- ***Sharing understanding and visualization***
- ***Prioritization***

Observation

- **Importance of senior leader dialogue in crisis**

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Key Takeaways

- **Our central challenge is long-term, strategic competition by revisionist powers**
- **Leverage Global Campaign Plans, Globally Integrated Base Plans, and CCMD OPLANs to operate across the continuum of conflict**
- **Gain a deep understanding of the adversary to inform deterrence and understand risk to force and mission**
- **Understand the evolving roles across the Joint Force that enable decision making at the speed of relevance**

References

- **DOD Dictionary of Military and Associated Terms**
- **Joint Pub 1, Vol 1, “Joint Warfighting Reference Copy,” 29 Jun 2020**
- **Joint Pub 1, Vol 2, “The Joint Force,” 19 Jun 2020**
- **Joint Pub 3-0, “Joint Operations,” 18 Jun 2022**
- **National Defense Strategy 2022**
- **National Military Strategy 2018**
- **National Security Strategy 2017**
- **CJCSI 3100.01E, “Joint Strategic Planning System,” 21 May 2021**
- **CJCSM 3105.01A, “Joint Risk Analysis Methodology,” 12 Oct 2021**

Backup Slides



(U) Terminology

Global Integration: The arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multi-functional challenges. (NMS)

Global Integrator: Pursuant to Title 10, U.S. Code, section 153, the Chairman is responsible for matters relating to global military strategic and operational integration. This includes providing advice to the President and Secretary of Defense on ongoing military operations and advising the Secretary on the allocation and transfer of forces to address transregional, all-domain, and multifunctional threats.

Coordinating Authority: The commander or individual who has the authority to require consultation between the specific functions or activities involving forces of two or more Services, joint force components, or forces of the same Service or agencies, but does not have the authority to compel agreement. (DOD Dictionary)

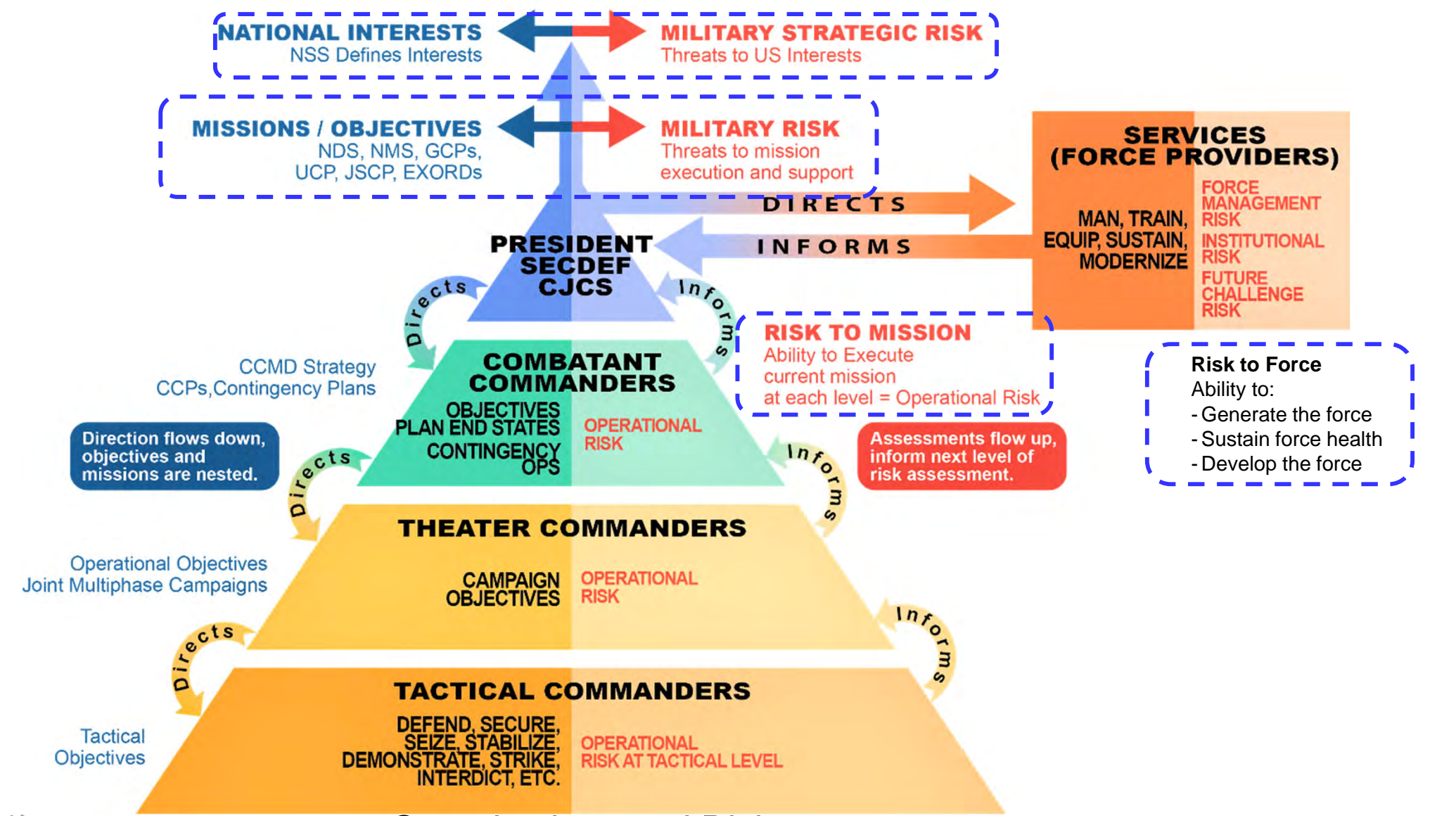
Background on use of Coordinating Authority for global integration (Derived from Strategic Guidance): To integrate Joint Force planning for trans-regional, multi-domain, multi-functional threats, the CJCS designates a Combatant Commander as a Coordinating Authority (CA) in the Joint Strategic Campaign Plan (JSCP).

Integration: The arrangement of military forces and actions to create a force that operates by engaging as a whole. (DOD Dictionary)

Synchronization: The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (DOD Dictionary)

Risk

CJCSM 3105.01A, 12 Oct 2021 establishes a joint risk analysis methodology and provides guidance for identifying, assessing, and managing risk.



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(For use by Fellows in preparation for the Joint Operations Module in Suffolk, VA)

5 April 2022

Subject: Global Military Integration – Executive Summary for Fellows

1. **Purpose:** Provide summary of global military integration with a focus on globally integrated operations. Incorporate CJCSI 3100.01E (Joint Strategic Planning System) dated 21 May 2021.
2. **Objective of Global Integration?** The objective of global integration is to integrate operations and resources globally and highlight force planning capabilities and tradeoffs to enable senior leader decision making in support of National Defense Strategy (NDS) objectives.
3. **Concept of Global Integration:** Global integration is achieved through the integration of planning, force management, force development, and force design—all undergirded by assessments—to enable senior leader decision making to translate strategy to outcomes.
4. **Role of the Chairman:** Section 153 of Title 10, U.S. Code requires the Chairman to perform six primary functions to assist the President and the SecDef with planning, advice, and policy formulation: (1) provide strategic direction for the Armed Forces; (2) conduct strategic and contingency planning; (3) assess comprehensive joint readiness; (4) foster joint capability development; (5) manage Joint Force development; and (6) advise on global military integration.
 - a. Section 153(a)(3) of Title 10, U.S. Code directs the Chairman to provide advice to the President and the SecDef “in matters relating to global military strategic and operational integration.” Title 10 explicitly acknowledges the global “transregional, multi-domain, and multifunctional threats” facing the Joint Force, and directs the Chairman to provide the President and the SecDef advice on “ongoing military operations.” The Chairman also provides advice to the SecDef on “the allocation and transfer of forces” among CCMDs.
 - b. The challenging global operating environment requires the Chairman and the Joint Staff to employ an integrated global perspective, and provide strategic direction for Joint operations across all domains and regions to identify efficiencies and synergies, and to champion integration with allies, partners, and the interagency at the national-strategic level.
 - c. The Chairman, through these global military integration responsibilities, guides coordination across geographic, functional, and Service seams to ensure the Joint Force collectively expands its competitive advantages across a range of global challenges. To this end, the Chairman develops military advice on global posture, readiness, and risk.
 - d. The Chairman’s military advice represents apolitical (nonpartisan), professional military judgment on a wide range of Joint Force issues and topics. The Chairman and the Joint Staff shall solicit and receive Service and NGB perspectives on all plans through approved processes within the JSPS, consistent with the Title 10, U.S. Code responsibilities of the Service secretaries and Service chiefs to review, assess, and advise the SecDef
5. **References**
 - a. CJCSI 3100.01E, Joint Strategic Planning System, 21 May 2021.
 - b. CJCSM 3105.01A, Joint Risk Analysis Methodology, 12 October 2021.
6. **POC:** Mike Findlay, JS J7, DDJT, 757.209.5939, Michael.L.Findlay.Civ@Mail.Mil

All Domain Operations Insights and Considerations

***Deployable Training Division
Joint Staff J7***

The overall classification of slides is

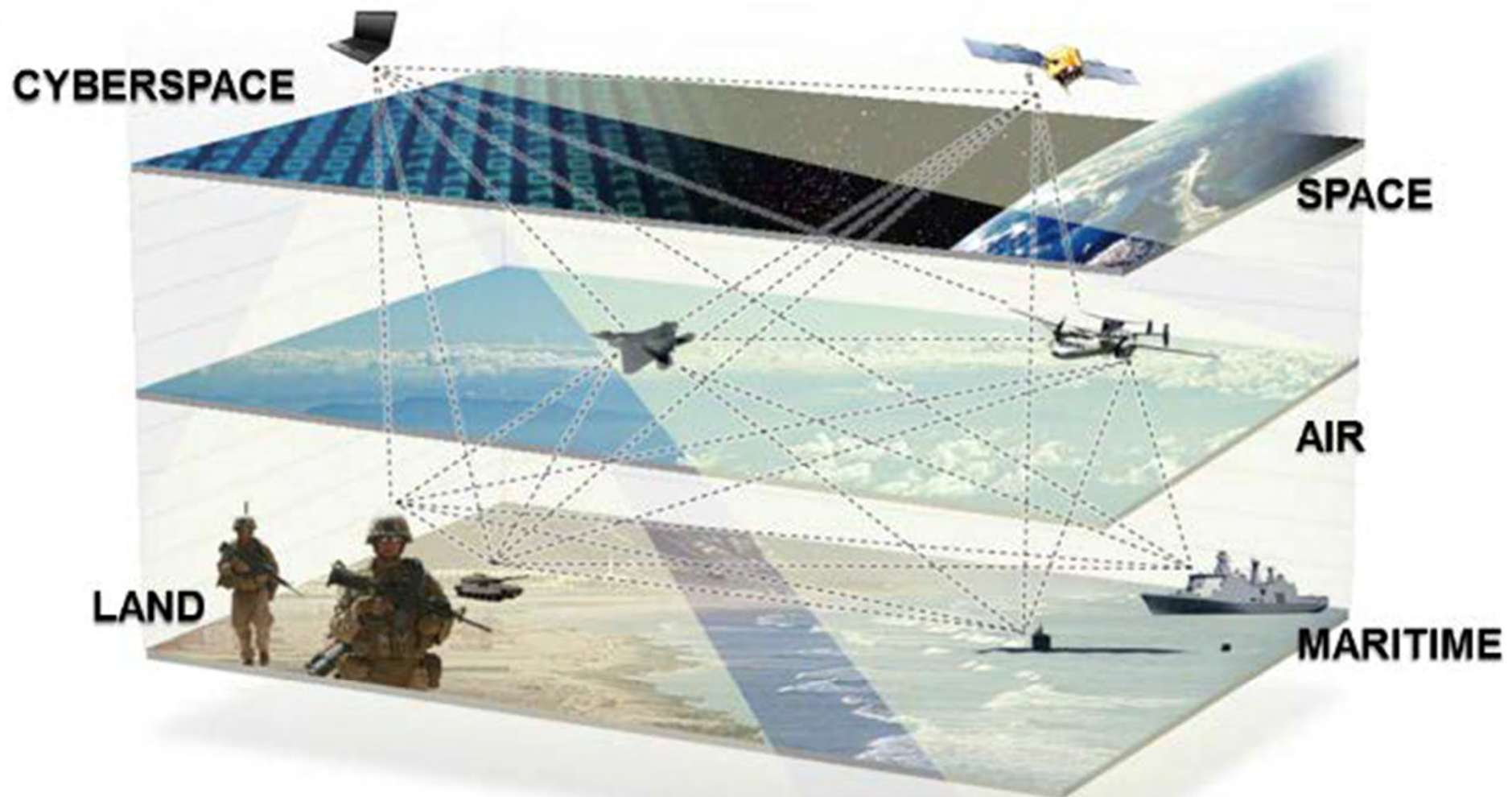
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Challenges

- **Changing strategic landscape associated with strategic competition**
- **Assessment of vulnerabilities and opportunities across domains**
- **Convergence of activities across domains to gain positional or temporal advantage**
- **Elevating visibility and integrating cyber, space, and EMS within HQs**

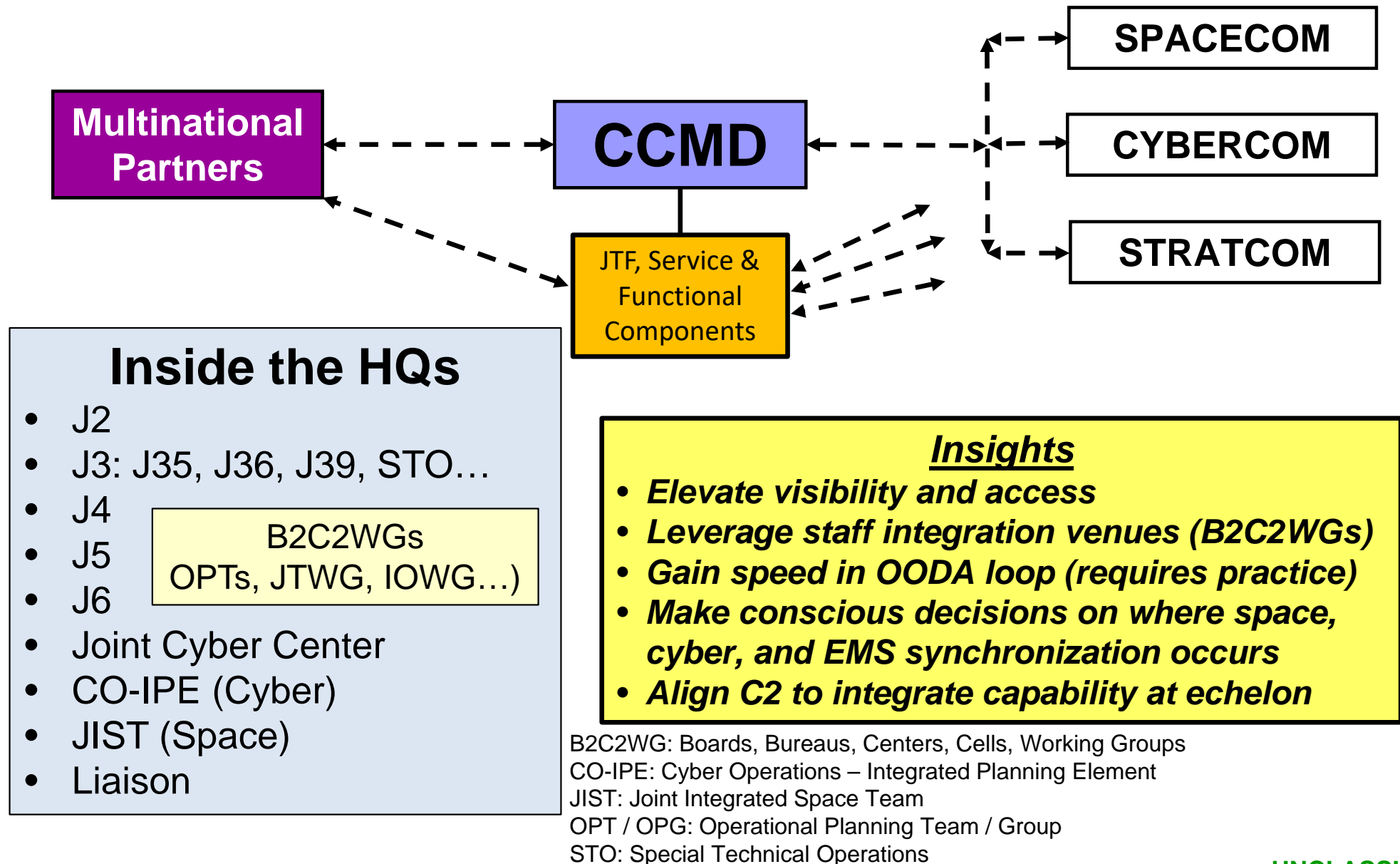
Are we ready to operate across all domains?

Changing Strategic Landscape



Where will the next war start:
Air, Land, and Sea OR Cyber and Space?

**Electromagnetic
Spectrum (EMS) is key**



Key Takeaways

- **All domain operations is Commander's business. Has Strategic to Tactical Implications**
- **Change how you look at Op Design and COG analysis – affects targeting**
- **Assessment across domains can illuminate vulnerabilities and opportunities**
- **Gain positional or temporal advantage through a convergence of actions across domains**
- **Bring space, cyber, and EMS expertise into the inner fabric of the HQs**

References

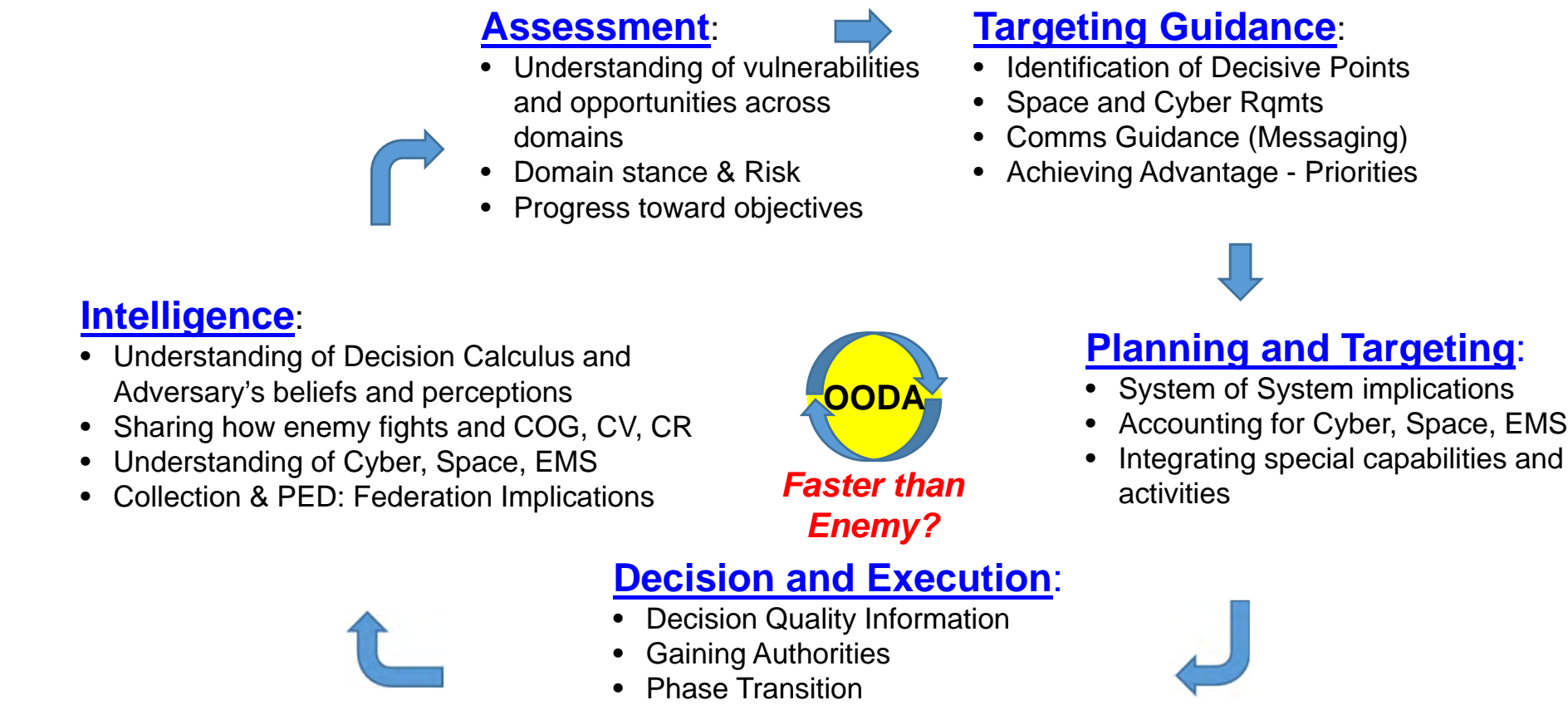
- **DOD Dictionary of Military and Associated Terms**
- **Joint Pub 1, Vol 1, “Joint Warfighting Reference Copy,”
29 Jun 2020**
- **Joint Pub 1, Vol 2, “The Joint Force,” 19 Jun 2020**

Backup Slides

CC, CR, CV Terminology

- **Critical capability** - A means that is considered a crucial enabler for a center of gravity to function as such and is essential to the accomplishment of the specified or assumed objective(s)
- **Critical requirement** - An essential condition, resource, and means for a critical capability to be fully operational
- **Critical vulnerability** - An aspect of a critical requirement which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects

The Focus: Decisive Fires in a Multi-Domain Environment



Insights

- *Importance of intelligence → collection and PED*
- *Understand vulnerabilities and opportunities across domains → decisive points*
- *Integrate space and cyber*
- *Gain authorities*

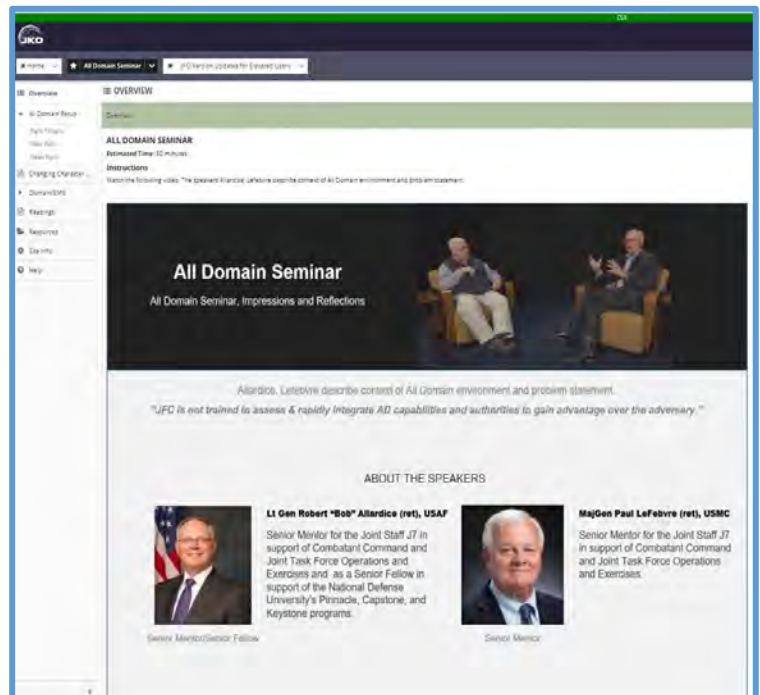
ALL DOMAIN SEMINAR – SIPR Website Information Paper

PURPOSE: The ALL DOMAIN SEMINAR (ADS) SIPR Website is a learning capability that provides an introduction to key challenges facing the Joint Force in a globally integrated data-driven fight. The ADS website frames the All Domain problem through three lenses: Fight Tonight, Near Fight, Deep Fight. The ADS Website supports a continuum-of-learning process across senior leader education, joint training and exercises, and concept development and war-gaming. Lastly, the ADS Website sustains retention via a cycle of updates, insights and best practices for operating in an All Domain environment.

BACKGROUND:

The ADS Website was originally developed as a learning capability to support the introduction of a new All Domain seminar in the September CAPSTONE curricula. Feedback from student Fellows indicated a desire for a broader and deeper perspective of the AD challenge. While plenary discussions ranged from the “now and future,” the focus was aimed through a “fight tonight” lens. The ADS Website expands that perspective to include “Near” and “Deep” perspectives. It also contextualizes integration across globally integrated operations of cyber, space and the Electromagnetic Spectrum (EMS). The ADS thesis is the Joint Force must train anew to operate effectively across all domains to gain positional or temporal advantages across the globe.

The [ADS SIPR Website](#) is also a continuum of learning hub that enables a cyclic learning pattern. It is for CAPSTONE, KEYSTONE and PINNACLE Fellows; CCMD staffs and Joint Force Commands; and PME/JPME institutions, particularly Service and Joint advanced warfighting schools with ready SIPR access (JAWS, SAMS, MAWS, etc.). Recorded interviews of experts in the field are posted and organized for easy access in the Dashboard menu. An ADS introductory video (“30 Good Minutes”) describing the essential features of a data-driven fight and how to understand it will help set the conditions for focused self-study. Readings, briefings, studies, links to authors’ interviews are included (C-SPAN, BOOK TALK, FRONTLINE, etc.).



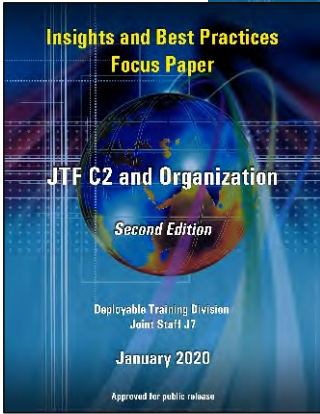
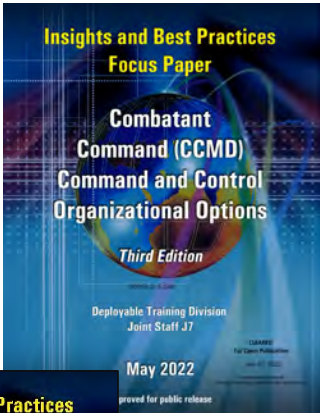
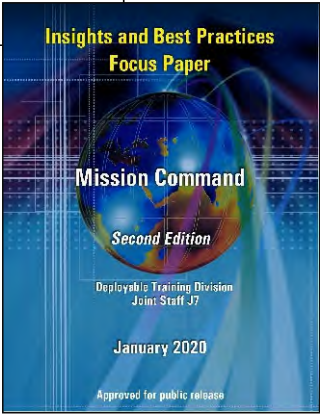
[Steps to access All Domain Seminar in JKO VCLASS](#) (see back)

Steps to access All Domain Seminar in JKO VCLASS:

1. Enter URL <https://ikolms.jten.smil.mil> in Chrome and press enter. Click the "OK" button at the bottom of the page to continue to the JKO Login page.
2. On the JKO Login page, select the "Login" button to login with your SIPR token.
3. Select your certificate, if asked, and click the "OK" button. Enter your PIN in the pop-up form that displays and click the "OK" button. You will be logged into JKO and see the "My Training" page displayed.
4. Click on the "VCLASS" tab at the top, right side of the page. On the "VCLASS" tab, click the "Enter Classroom" button. VCLASS will open in a new browser tab and the VCLASS "Home" page will be displayed.
5. If an "All Domain Seminar" button is displayed in the banner at the top of the VCLASS "Home" page, click this button to access the "All Domain Seminar" course. If "All Domain Seminar" is NOT displayed in the banner, find the "Membership" tool in the left side-bar menu and select.
6. In the "Membership" tool page, click on the "Joinable Sites" tab and you will see the "All Domain Seminar" in the sites list as a link. Click the link to access the "All Domain Seminar" course.



Setting Conditions



***Deployable Training Division
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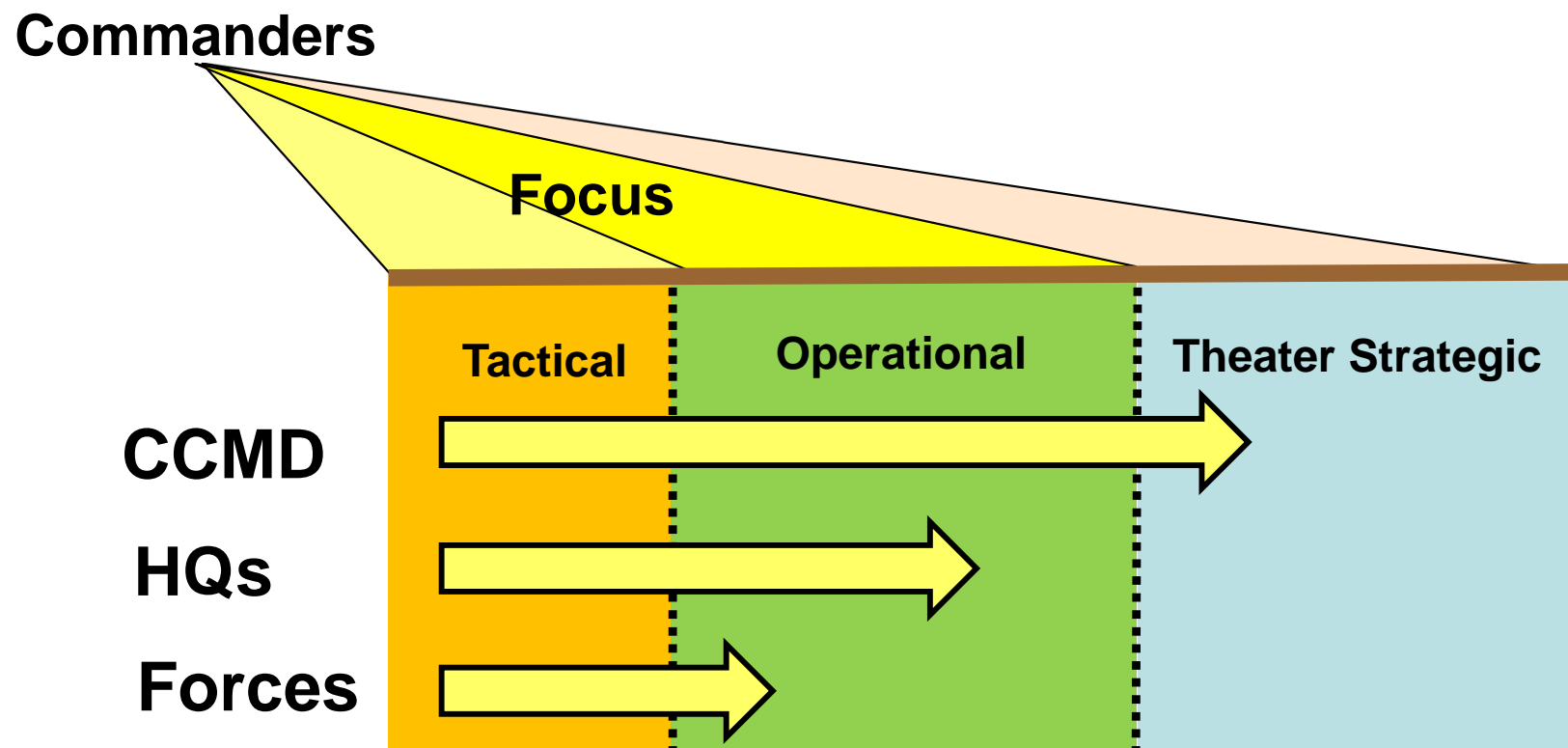
Challenges

- **Setting conditions for success**
- **Understanding roles in Globally Integrated Operations**
- **Incorporating risk in decision making**
- **Implementing Mission Command**

Command and Control: The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.

- Joint Pub 1

Setting Conditions for Success



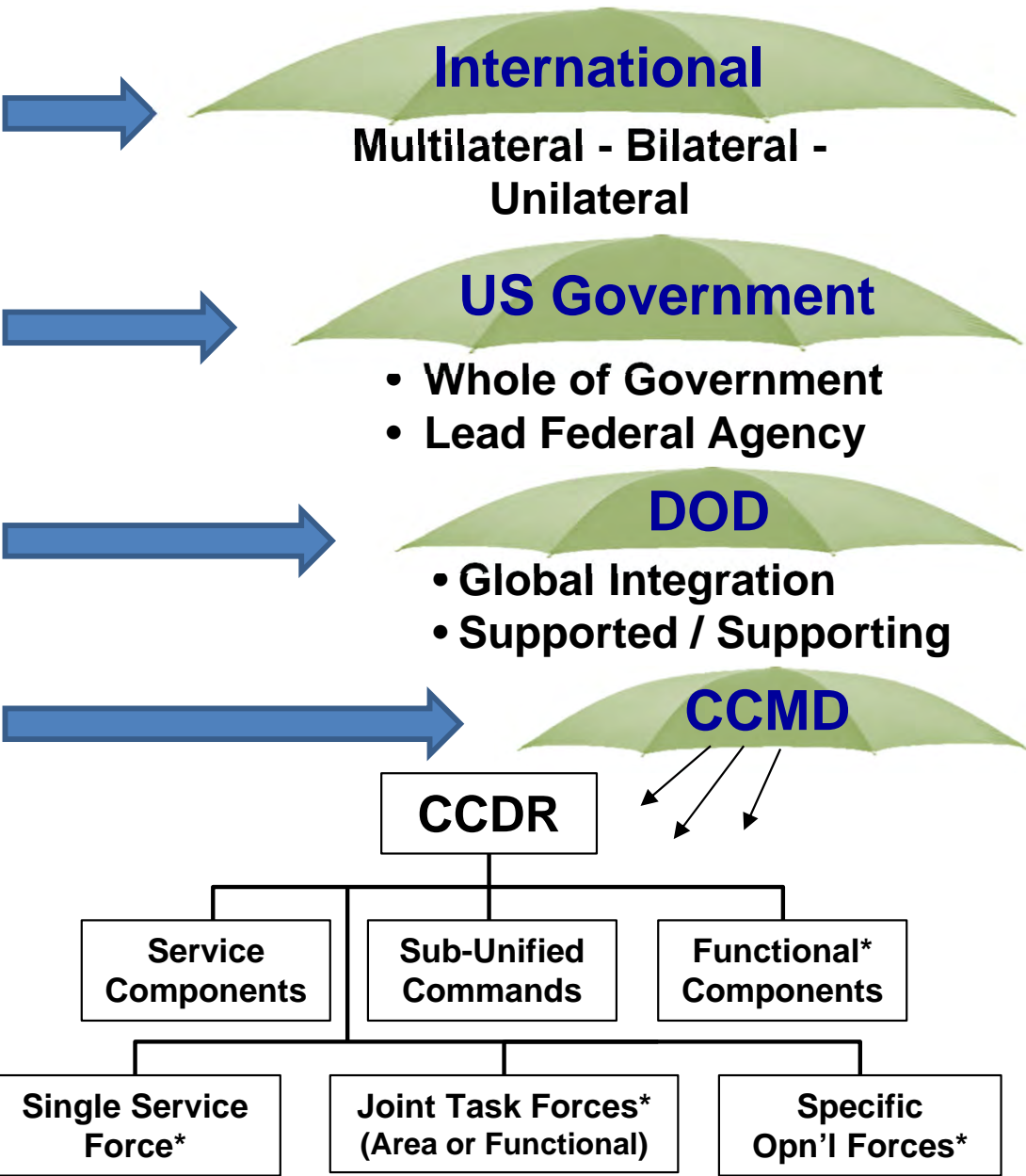
Insights

“Do those things that only you can do as the commander...”

- *Build and maintain trust and inclusive relationships with partners*
- *Share visualization and intent, gain authorities and resources, assess, and plan / manage transitions*
- *Design C2 to accomplish the mission – and evolve as necessary*

Understanding Your HQ's Role

- **USG role** relative to the international (and host nation) response
- **US military role** relative to the broader USG whole of government approach
- **CCMD role** relative to other DOD organizations (e.g., other CCMDs and Combat Support Agencies)
- **Internal CCMD C2 options**



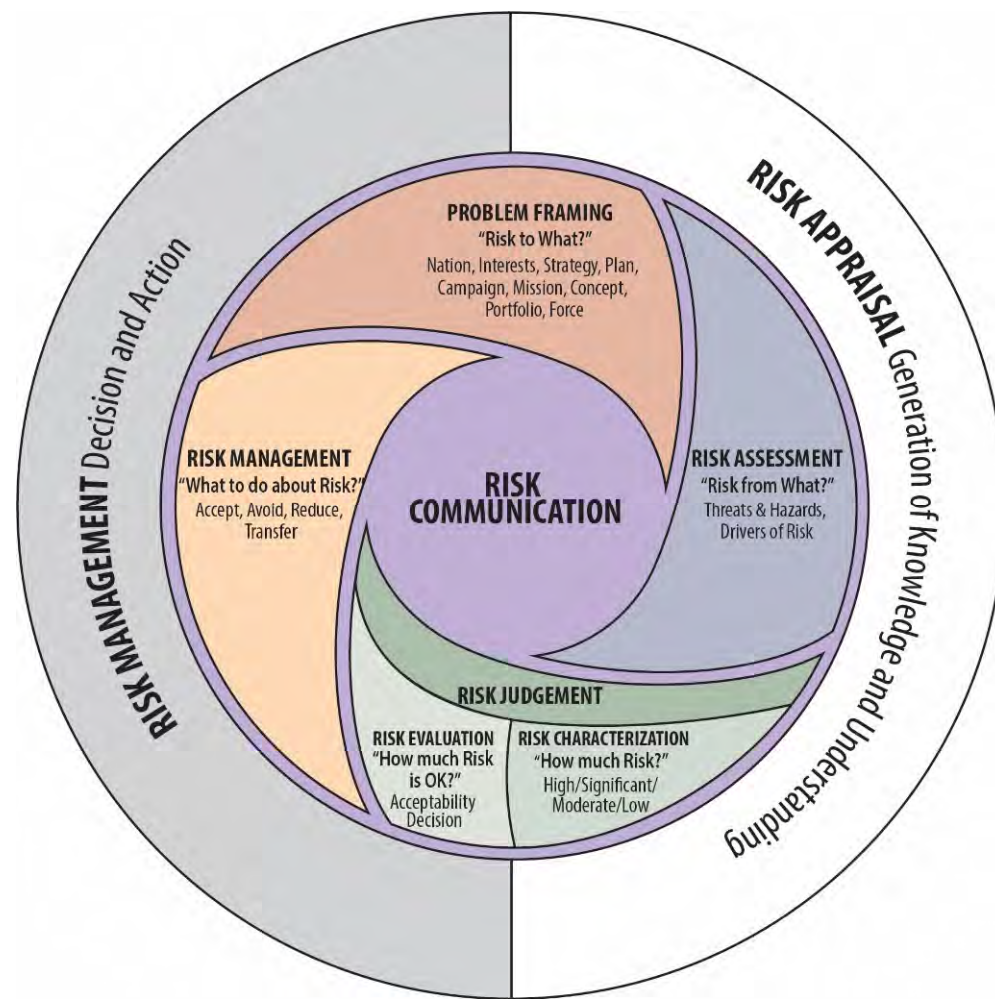
Considerations

- **Where do you fit?**
- **Who do you work with?**
- **How to organize?**
- **Where is risk?**

* Optional

Risk

CJCSM 3105.01A 12 Oct 2021 establishes a joint risk analysis methodology and provides guidance for identifying, assessing, and managing risk.



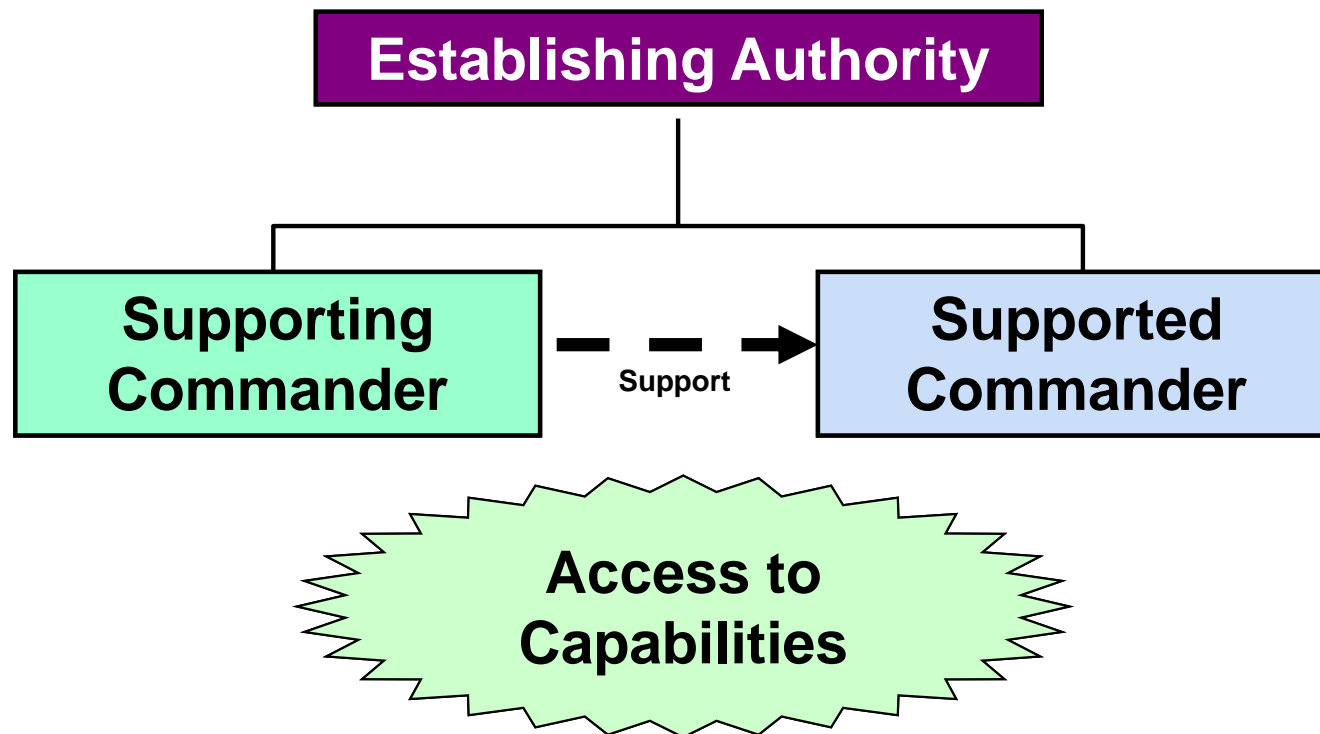
The Joint Risk Framework

Insights

- **Risk is Commander's Business**
- **Frame the problem by identifying the item or idea which is "valued" and has the potential to be "harmed"**
 - Protecting national interests
 - Successfully executing a strategy or plan
 - Maintaining a viable, ready force
- **Determine what to do about risk**
 - Accept / Avoid / Mitigate / Transfer
- **Risk communication is at the core of any successful effort to appraise and manage risk → reduces misunderstandings and potential surprises**

Support Command Relationship

- Authorities and Responsibilities -

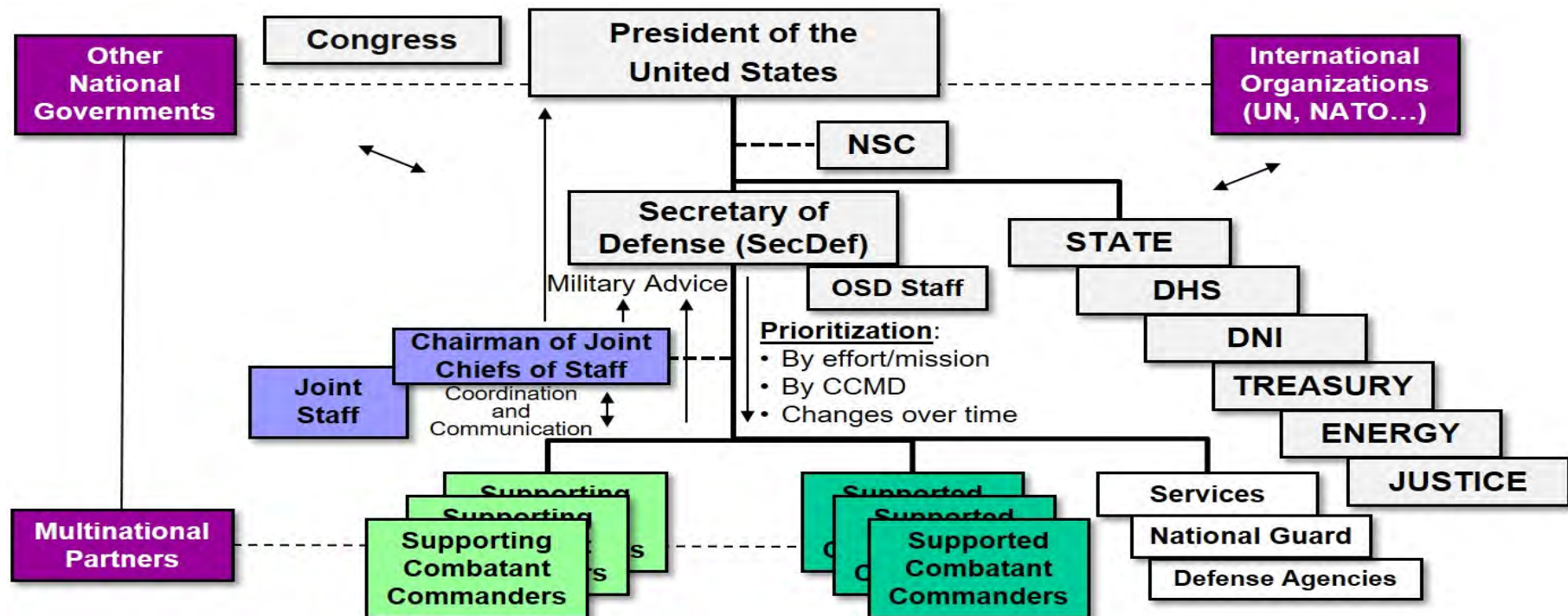


Insights

- ***Emphasis on “access to” vs “ownership of” capabilities***
- ***Establishing authority states desired effects, and clarifies authorities and priorities***
- ***Empower and promote crosstalk. Will increase resilience, flexibility, and agility***

Globally Integrated Operations

- Supported / Supporting CCMDs -



- **Secretary of Defense:** Authority, direction, and control over the Department of Defense
- **Chairman:** Synthesizes regional and functional perspectives on risk, options, and priorities. Principal military advisor to the SecDef and President
- **Combatant Commanders:**
 - ✓ **Supported/ing Commanders:** A Command authority. Multiple supported CDRs for the respective mission sets
 - ✓ **Coordinating Authority:** For planning - a delegated consultative authority
 - ✓ **Supported Commander for Planning:** Used in CJCS Planning Orders (PLANORDs)
- **Services:** Force Readiness and Generation

Mission Command

**“Operating on intent through trust,
empowerment, and understanding”**
- CJCS

Definition

The conduct of military operations through decentralized execution based on mission-type orders.
- Joint Pub 3-0

Attributes

- ✓ Intent
- ✓ Understanding
- ✓ Trust

“Mission Command is essential at the operational and strategic level.”
“Enables speed, agility, and decisiveness at the tactical level while providing the necessary decision space at the higher level for the up and out engagement to anticipate and set conditions.”

- Senior Flag Officer

Mission Command

- Challenges and Opportunities -

– In the broader Joint, Interagency, Multinational Environment –

Intent

- ***Clarity in visualization / intent to subordinates***
- ***Decentralization often decreases risk***

Understanding

- ***Sharing with a diverse group of partners***
- ***Sharing with higher headquarters***
- ***Sharing with subordinates***

Trust

- ***Gaining trust up, down, and across***
- ***Maintaining trust through transitions and change***

Key Takeaways

- **Senior leaders set conditions by building trust and sharing understanding**
- **Gain clarity and share understanding of your HQ's role and that of your partners**
- **Understand the aspects of risk in decisions**
- **Relationships between commanders are often more important than command relationships**
- **Set command relationships up front ... then flex**

References

- **CJCSM 3105.01A, “Joint Risk Analysis Methodology,” 12 Oct 2021**
- **DOD Dictionary of Military and Associated Terms**
- **Joint Pub 1, Vol 1, “Joint Warfighting Reference Copy,” 29 Jun 2020**
- **Joint Pub 1, Vol 2, “The Joint Force,” 19 Jun 2020**
- **Joint Pub 3-0, “Joint Campaigns and Operations,” 18 Jun 2022**
- **Joint Staff J7 Insights and Best Practices, Mission Command, 2nd Edition, Jan 2020**

References

- Continued -

- **Joint Staff J7 Insights and Best Practices, JTF C2 and Organization Focus Paper, 2nd Edition, Jan 2020**
- **Joint Staff J7 Insights and Best Practices, Combatant Command (CCMD) Command and Control Organizational Options Focus Paper, 3rd Edition, May 2022**