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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

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

***Analyst / Trainer
Deployable Training Division
Joint Staff J7***

The overall classification of slides is

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Challenges

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

Scene Setter: Strategic Direction



National Security Strategy



National Defense Strategy



National Military Strategy

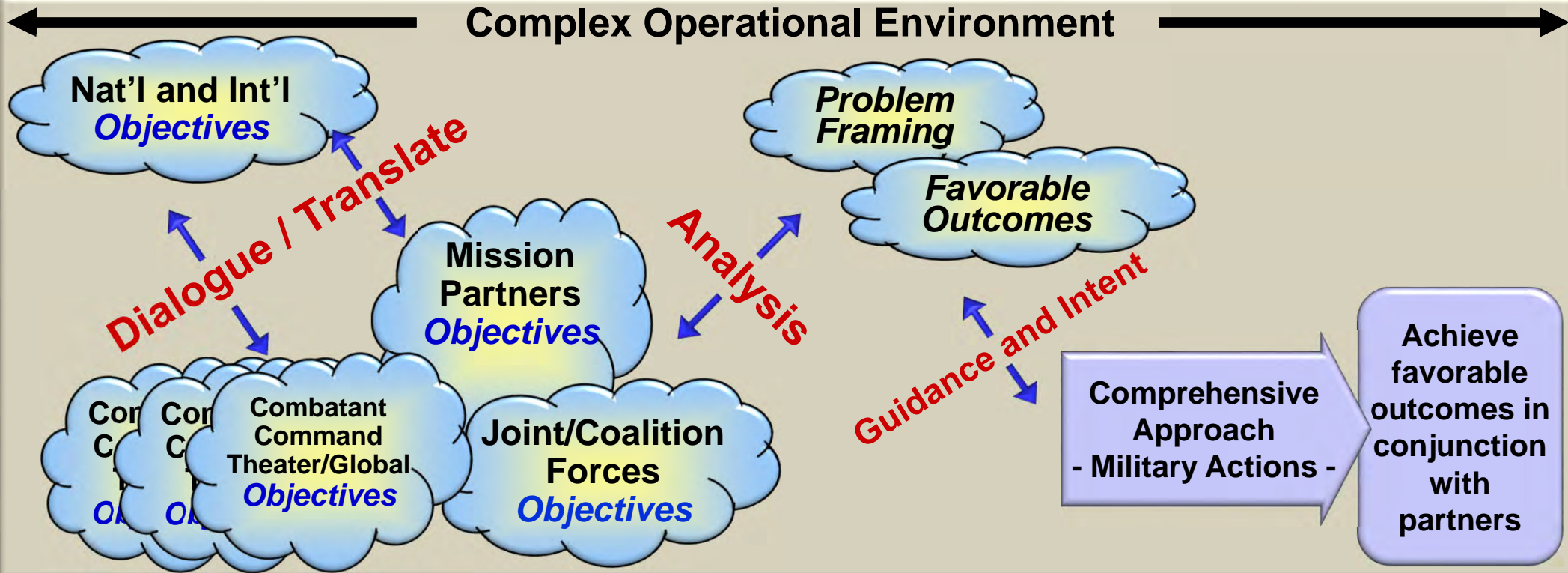
Insights

- *Consistent alignment and nesting of documents*
- *All illuminate the changing strategic environment*
- *Emphasize importance of allies, partners, interagency*

Alignment with Strategic Direction

Strategic Objectives → Operational Approach → Tactical Actions

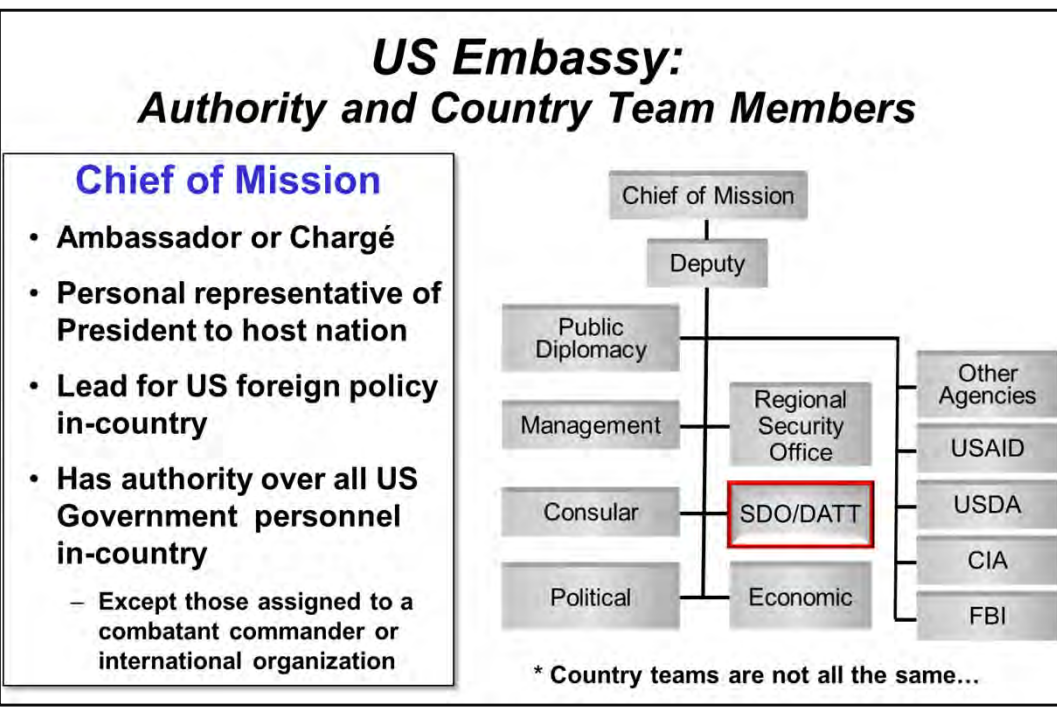
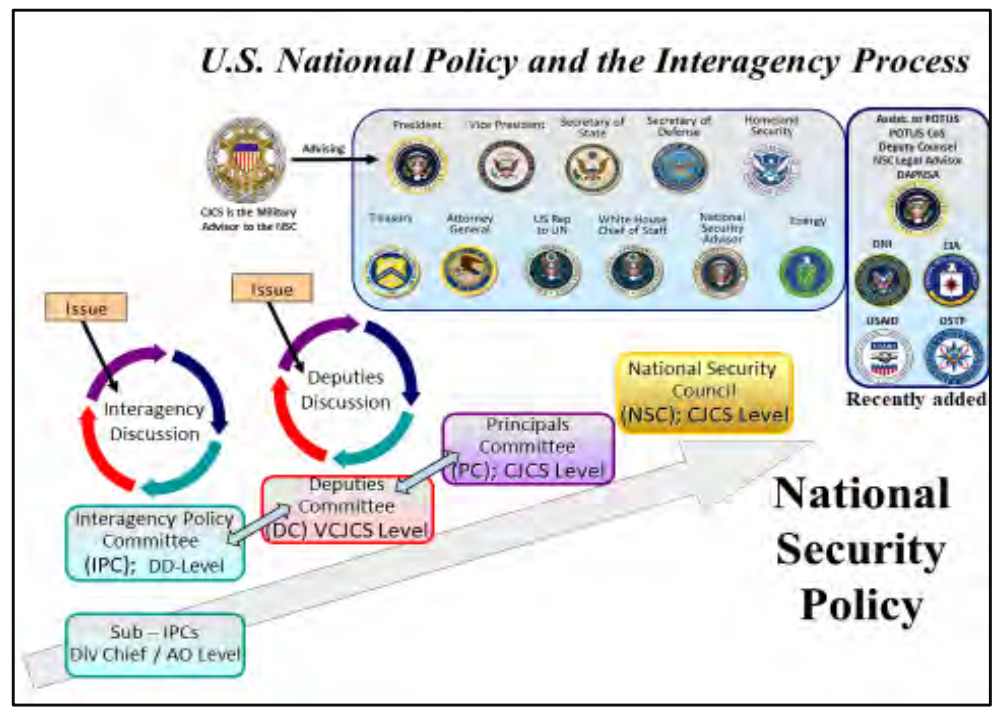
Complex Operational Environment



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

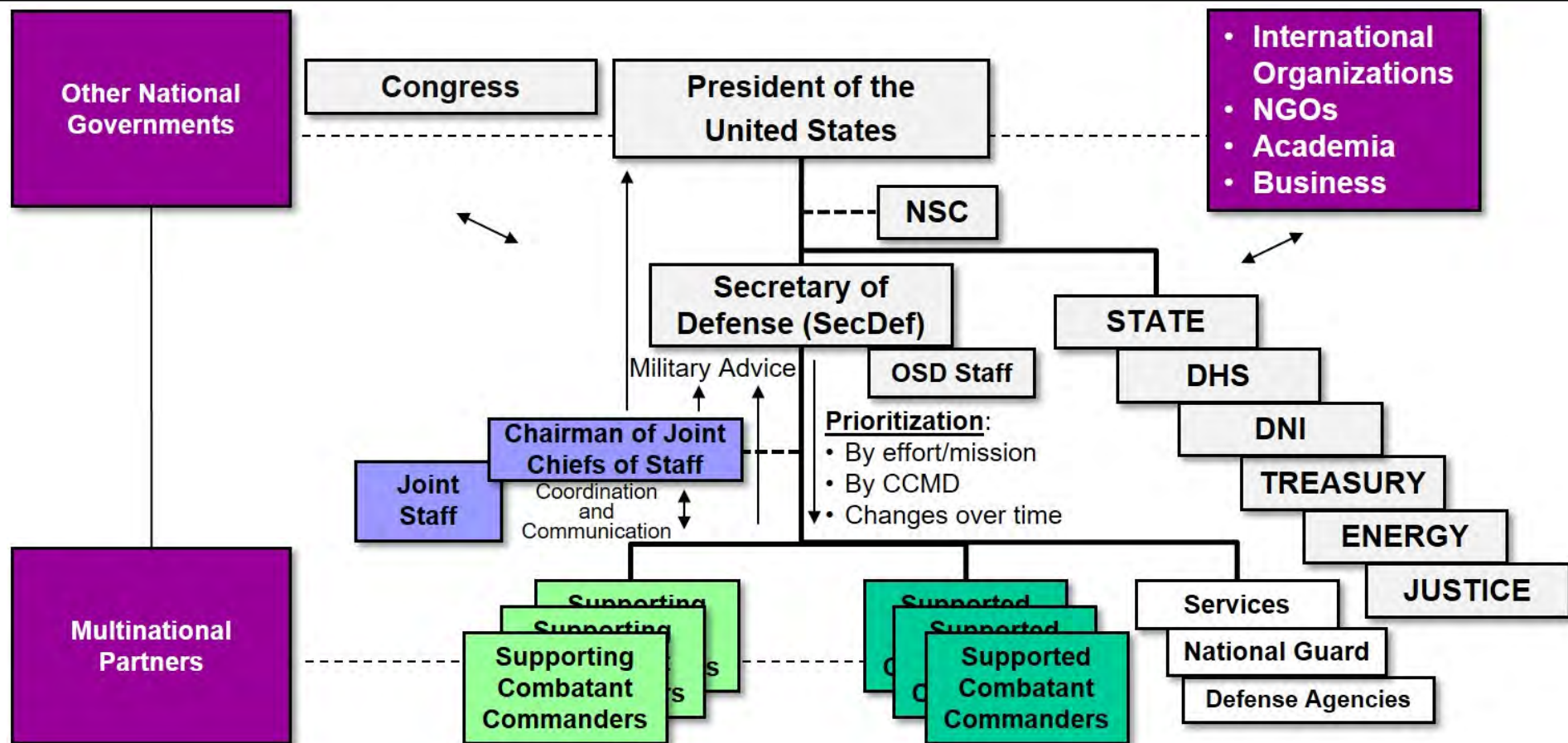
National Policy and the Interagency Process



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 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 2022**
- **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.

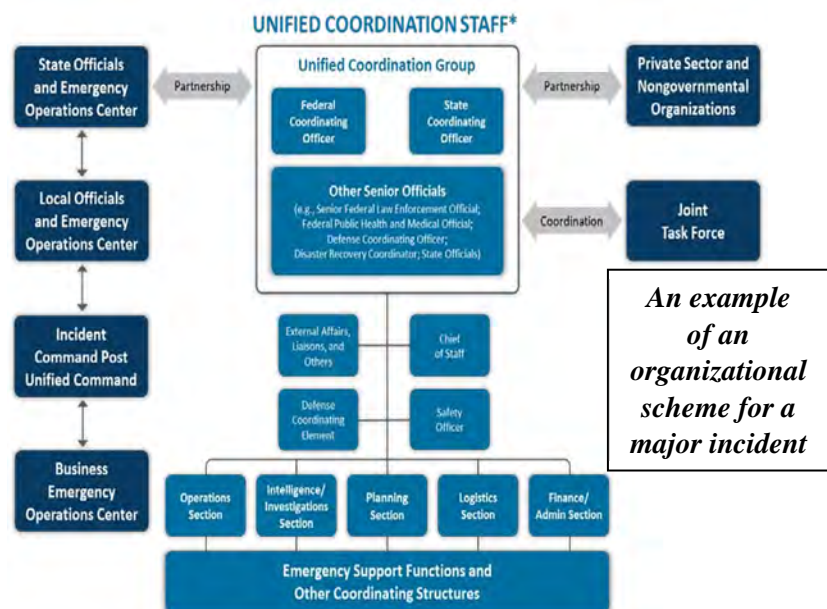
- Integrated deterrence entails developing and combining our strengths to maximum effect, by working seamlessly across warfighting domains, theaters, the spectrum of conflict, other instruments of U.S. national power, and our unmatched network of Alliances and partnerships. Integrated deterrence is enabled 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>

USAID/BHA's Mandate		USAID's Bureau for Humanitarian Assistance (BHA) Quick Reference Guide				
<ul style="list-style-type: none">• Save lives• Alleviate human suffering• Reduce the physical, social and economic impact of disasters			<ul style="list-style-type: none">• 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				
<ul style="list-style-type: none">• 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...				
<ul style="list-style-type: none">• 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 ebblanchford@usaid.gov 703-338-2475	Jake Childers jchilders@usaid.gov 571-236-3464	Elizabeth Brown ebrown@usaid.gov 571-225-0885	Kristin (Kj) 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

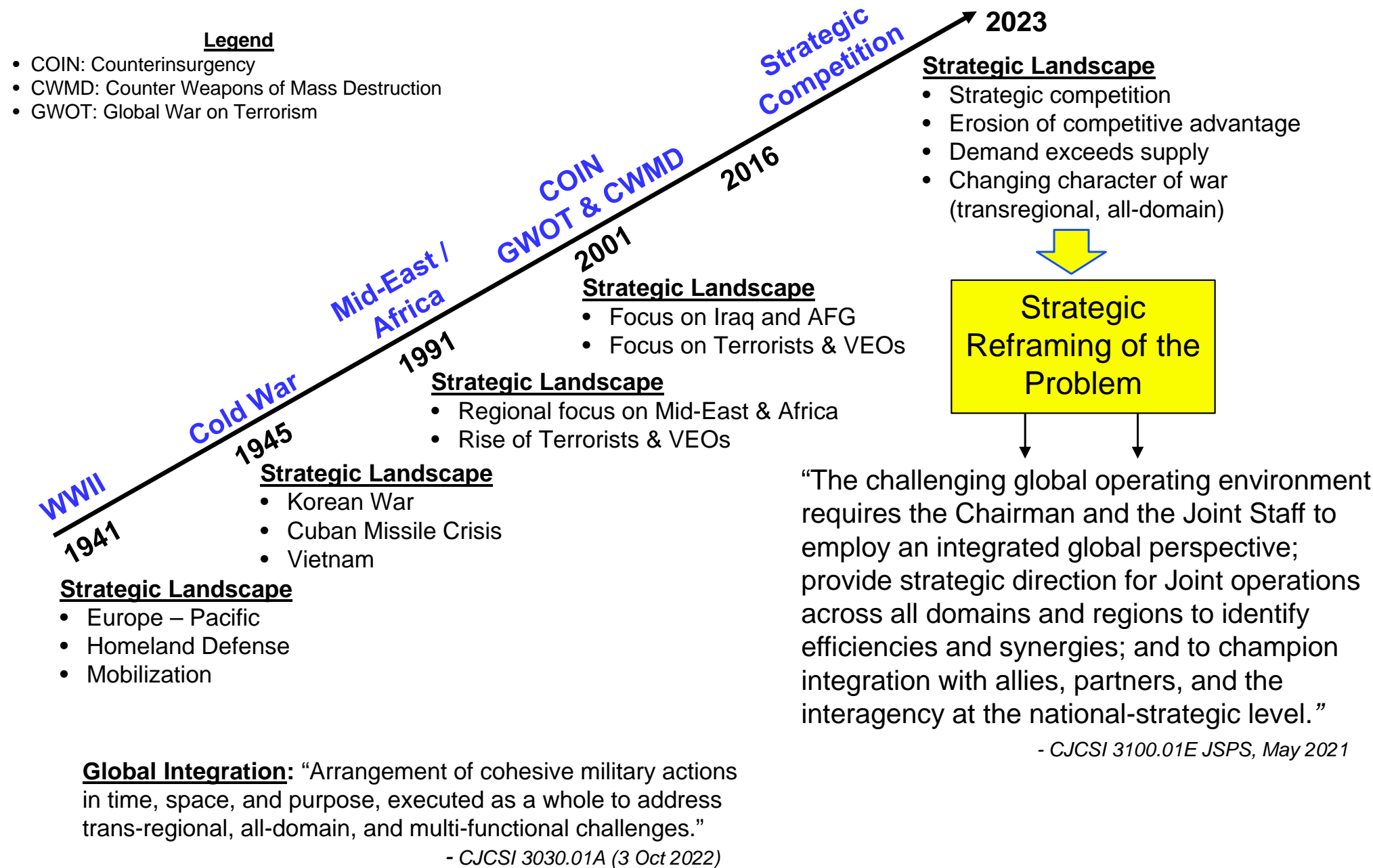
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Challenges

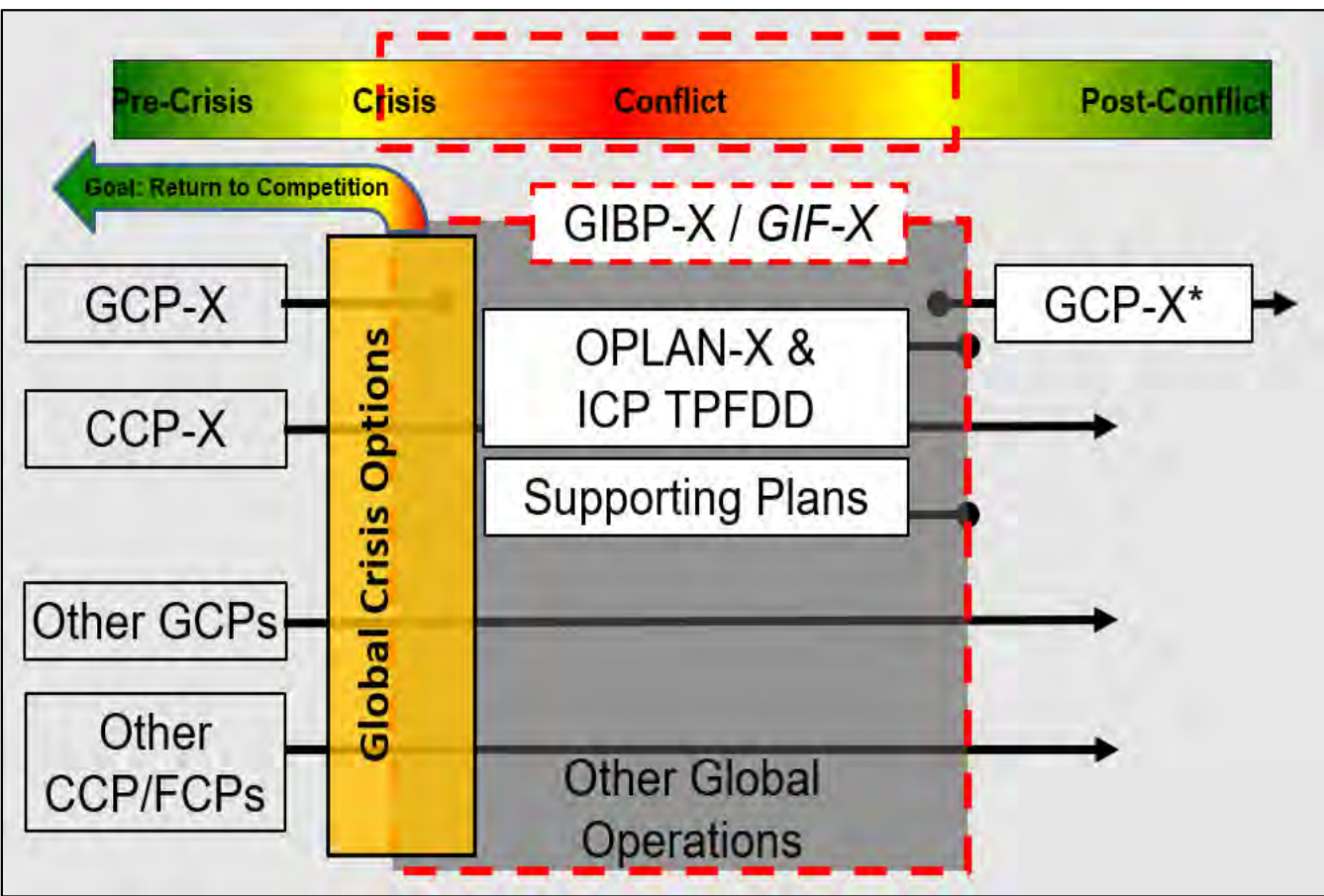
- **Adapting to the changing character of war**
- **Operating across the “Continuum of Conflict” and associated transitions**
- **Understanding deterrence and risk**
- **Understanding roles across the Joint Force in today’s global environment**

Perspective on Global Military Integration



Continuum of Conflict

- Plans and Transitions -



Armed conflict
Use of violence to satisfy interests or react to provocation

Competition below armed conflict
Incompatible interests and the intention to engage in behavior detrimental to other strategic actor's interests

Cooperation
Mutually beneficial relationships between strategic actors with similar or compatible interests

Legend

GCP - Global Campaign Plan
GIBP - Globally Integrated Base Plan
CCP - Combatant Command Campaign Plan
FCP - Functional Campaign Plan
ICP - Integrated Contingency Plan
*GCP-X requires substantial change post conflict

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

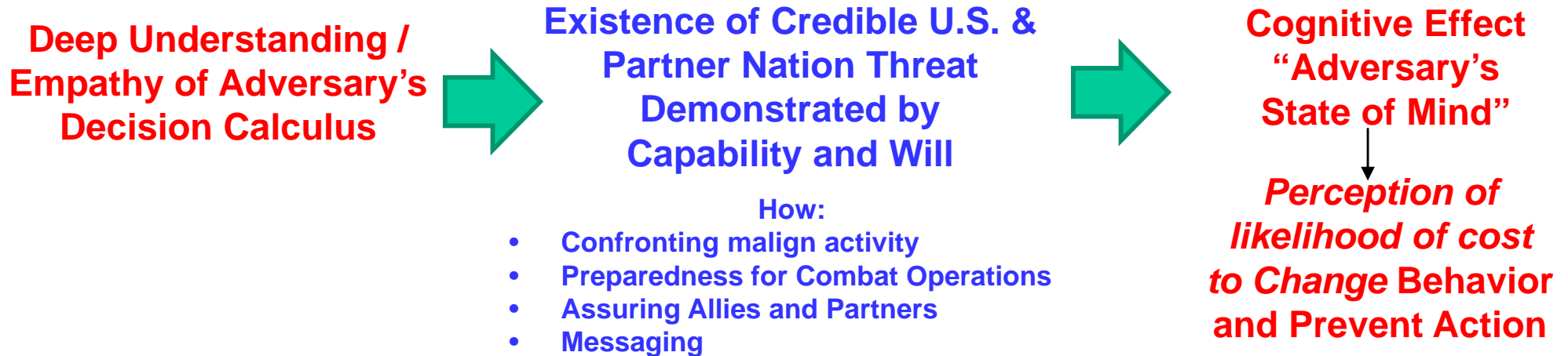
Deterrence Definition

- Prevention of an action by:
 - The existence of a credible threat of unacceptable counteraction and/or
 - The belief that the cost of action outweighs the perceived benefits

- (JP 3-0)

Deterrence in Practice

- Adversary state of mind brought about by the perception of:
 - Likelihood of being denied the expected benefits of the action
 - Likelihood of excessive costs suffered for taking the action
 - Acceptability of restraint as alternative



Challenges

- *Deep, accurate understanding the Adversary*
- *Development of credible options to deter*
- *Alignment as part of "Integrated Deterrence"*
- *Assessing success of deterrence*

Risk

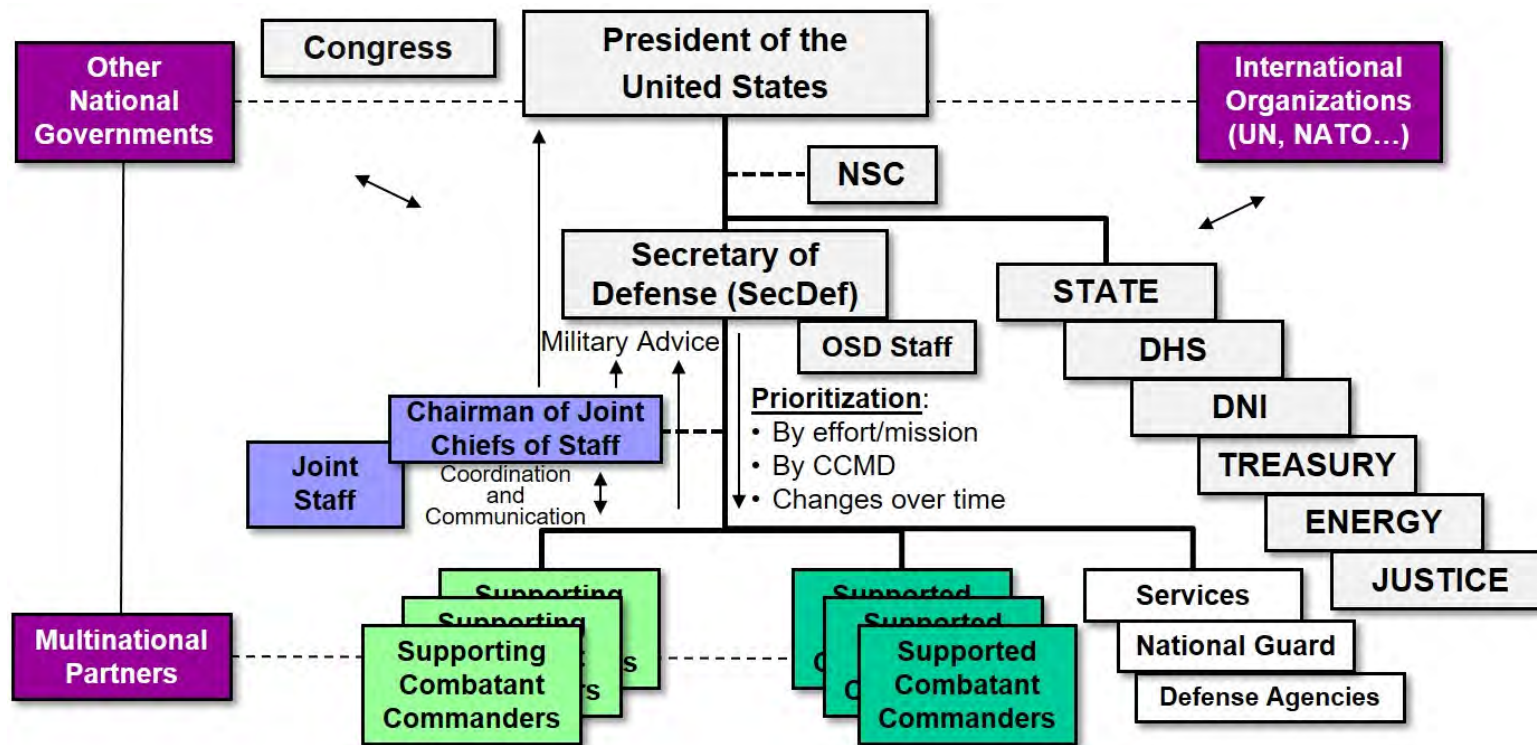
CJCSM 3105.01A 12 Oct 2021 establishes a joint risk analysis methodology and provides guidance for identifying, assessing, and managing risk.



- 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**

Globally Integrated Operations

- Roles and Authorities -



Challenges

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

Observation

- Importance of senior leader dialogue in crisis

- **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 President and the Secretary of Defense
- **Combatant Commanders:**
 - ✓ **Supported/ing Commanders:** Multiple supported CCDRs 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

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 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 2022**
- **CJCSI 3100.01E, “Joint Strategic Planning System,” 21 May 2021**
- **CJCSM 3105.01A, “Joint Risk Analysis Methodology,” 12 Oct 2021**
- **CJCSI 3030.01A, “Implementing Joint Development and Design,” 3 Oct 2022)**

Back Up 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)

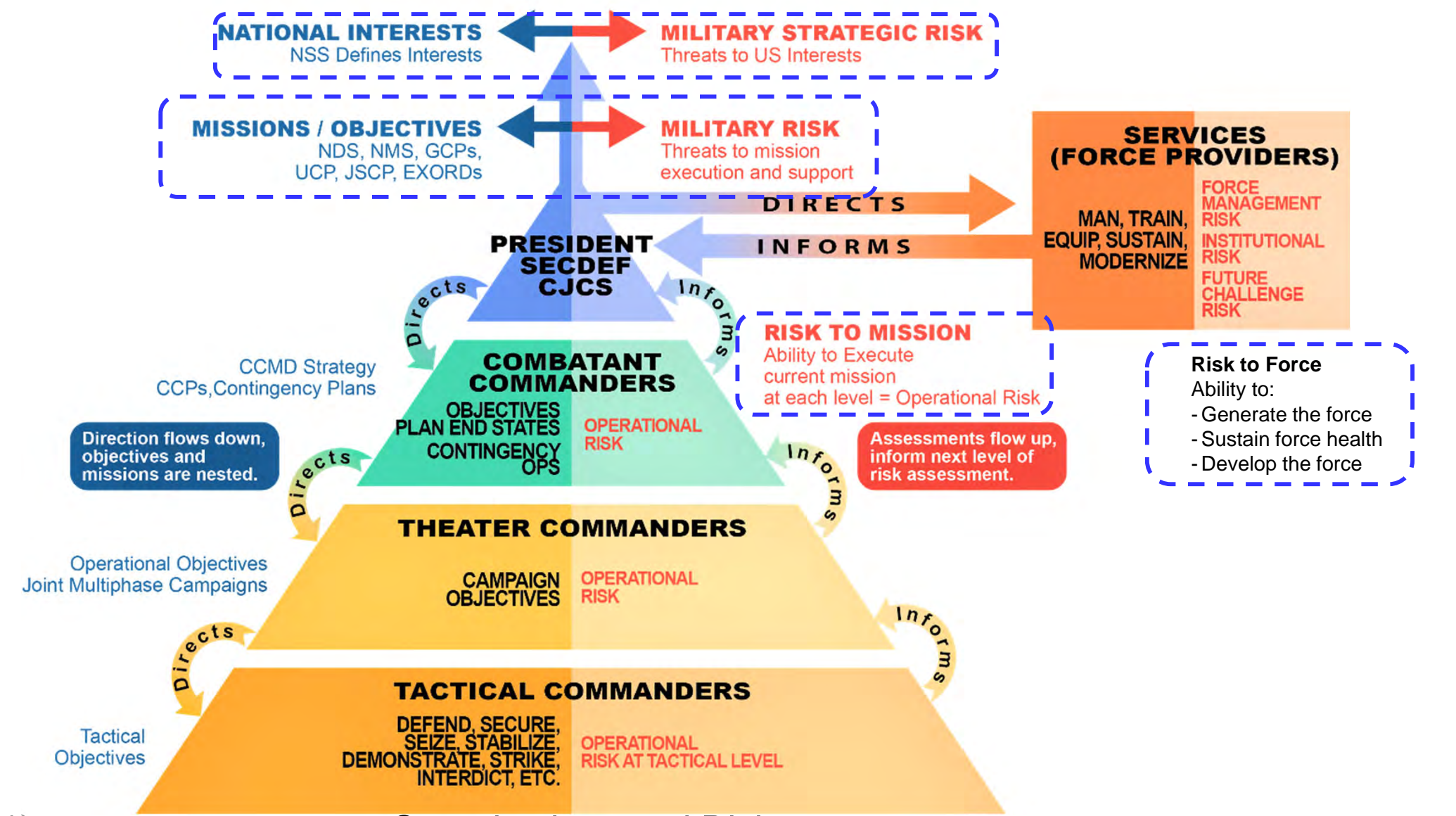
Background on use of Coordinating Authority for global integration (Derived from Strategic Guidance): To integrate Joint Force planning for trans-regional, multi-domain, multi-functional threats, the CJCS designates a Combatant Commander as a Coordinating Authority (CA) in the Joint Strategic Campaign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

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

All-Domain Operations Insights and Considerations

***Observer / Trainer
Deployable Training Division
Joint Staff J7***

The overall classification of slides is

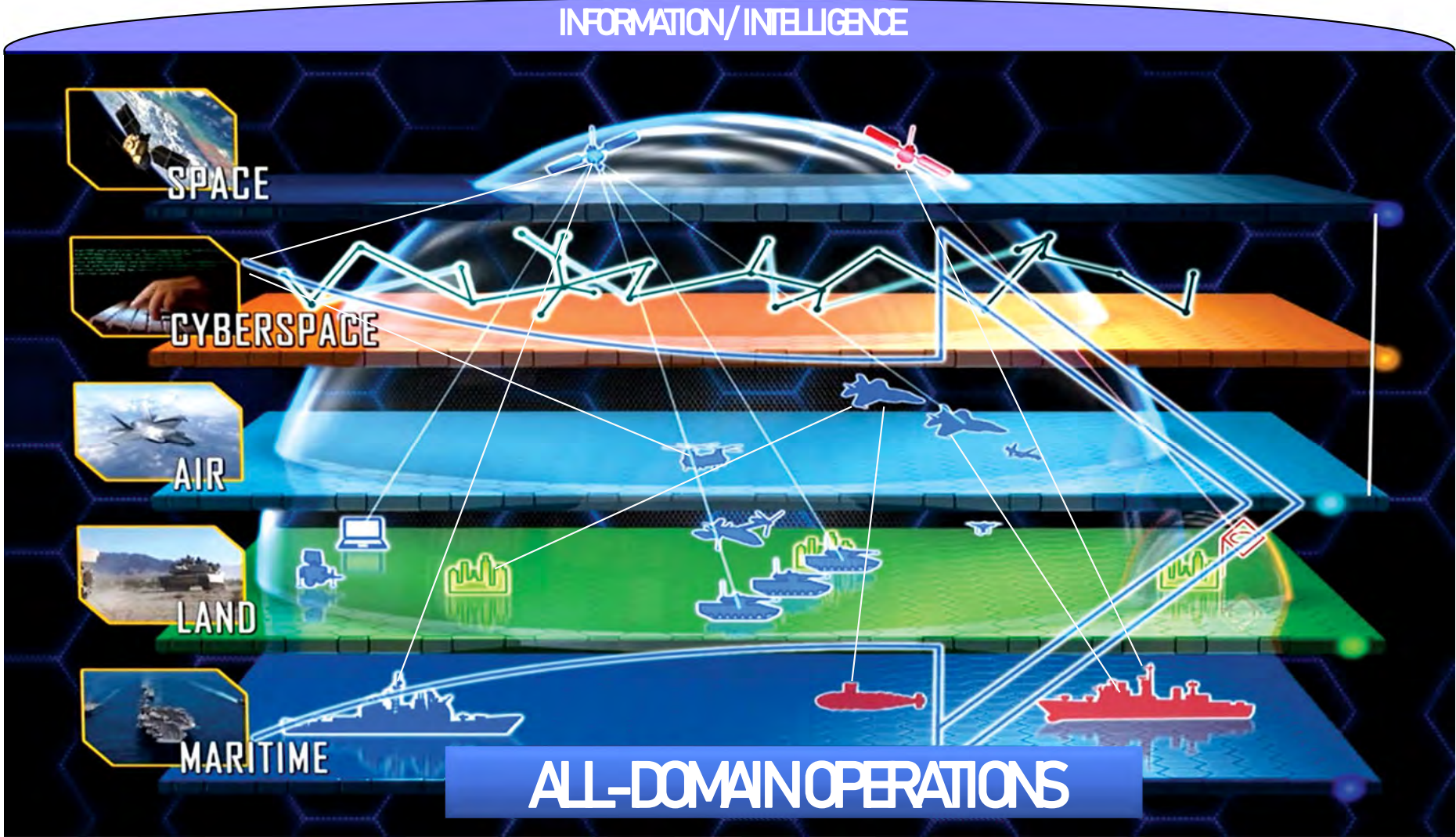
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Challenges

- **Changing strategic landscape associated with strategic competition**
- **Key operational problems and risks**
- **Assessment and convergence of activities across domains to understand and gain advantage**
- **Elevating visibility and integrating cyber, space, and EMS within HQs**

Are we ready to operate across all domains?

Current Strategic Landscape



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

The Electromagnetic Spectrum (EMS) supports operations in all domains

Decisive Fires in an All-Domain Environment

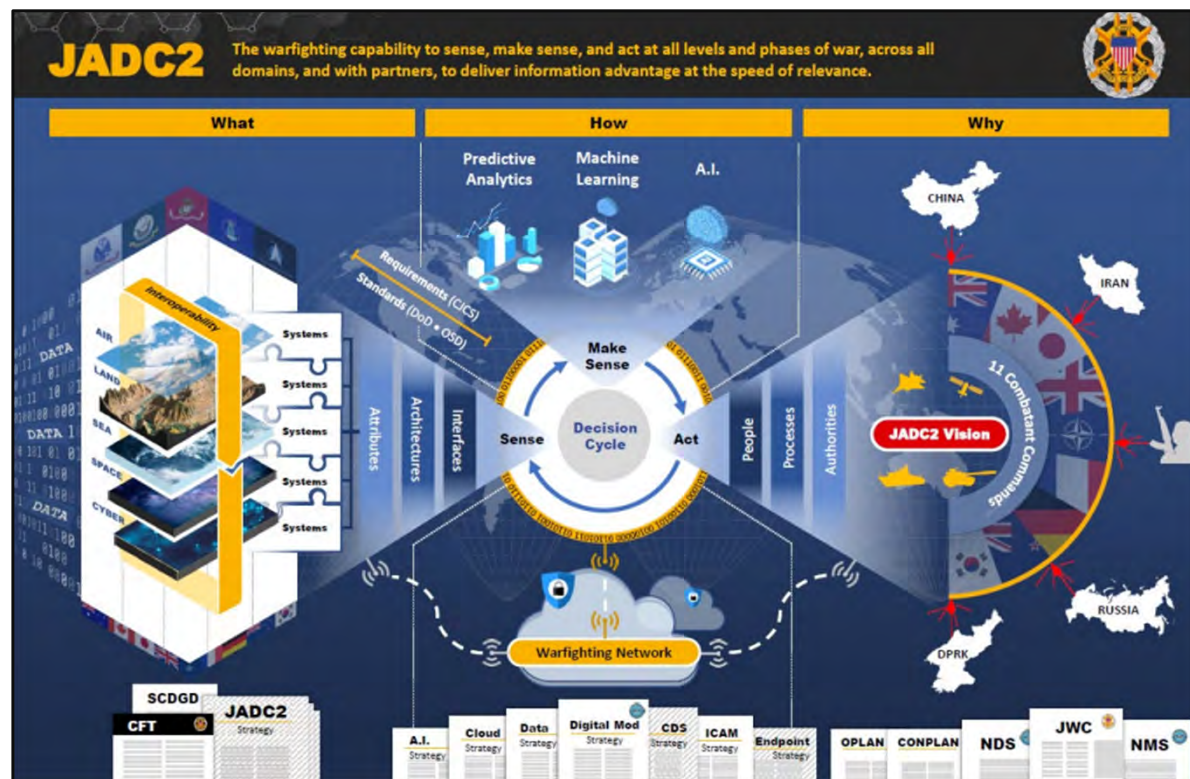


Insights

- *Understand the adversary through an all-domain lens*
- *Space and cyber add a complexity associated with assessments*
- *Plan and leverage capabilities from all domains to gain synergy and achieve objectives*
- *Consider lead time for authorities and devise alternate COAs and options to provide decision quality information to the commander*

Operating in an All-Domain Environment

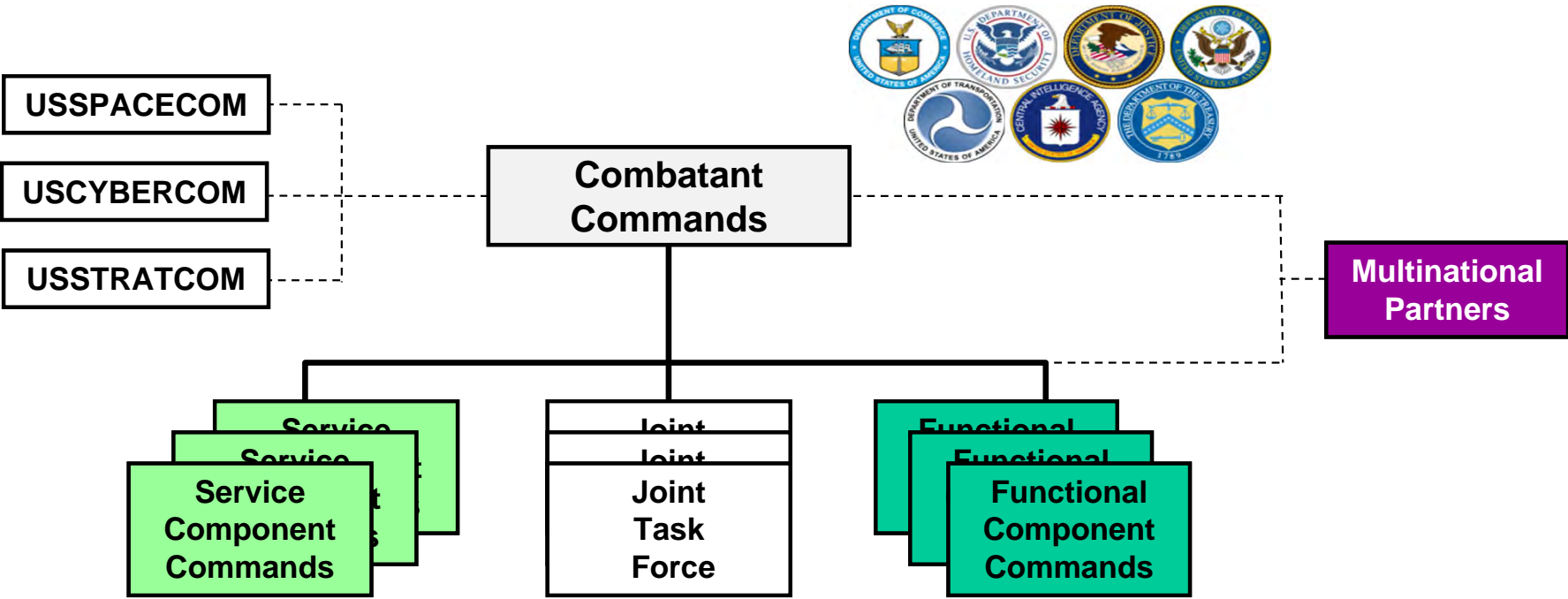
- Leverage the ability to integrate and effectively operate across all domains to gain key advantages
- Joint Warfighting Concepts frame an approach via “CONEMPS”
- All-domain C2 is in the nascent phase; we are still learning
- Build on our expertise on air, land, and sea integration



Insights

- *Increase agility and coordination across Functional-Geographic CCMDs*

Integrate Expertise to Gain Synergy



Inside the HQs

- J2
 - J3: J35, J36, J39, STO...
 - J4
 - J5
 - J6
 - Joint Cyber Center
 - CO-IPE (Cyber)
 - JIST (Space)
 - Liaison
- B2C2WGs
OPTs, JTWG, I-CFT...)

Insights

- *Elevate visibility and access*
- *Leverage staff integration venues (B2C2WGs)*
- *Gain speed in OODA loop (requires practice)*
- *Make conscious decisions on where space, cyber, and EMS synchronization occurs*
- *Align C2 to integrate capability at echelon*

B2C2WG: Boards, Bureaus, Centers, Cells, Working Groups
CO-IPE: Cyber Operations – Integrated Planning Element
JIST: Joint Integrated Space Team
OPT: Operational Planning Team
STO: Special Technical Operations
I-CFT: Information-Cross Functional Team

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Key Takeaways

- **All-domain operations is Commander's business. Has strategic to tactical implications**
- **Assessment across domains can illuminate vulnerabilities and opportunities central to planning**
- **Plan and leverage capabilities from all domains to gain synergy and achieve objectives; understand and exercise how to achieve objectives in a degraded environment**
- **Bring space, cyber, and EMS Op Design and internal processes to inform the Commander's decision calculus**

References

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

Back Up 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

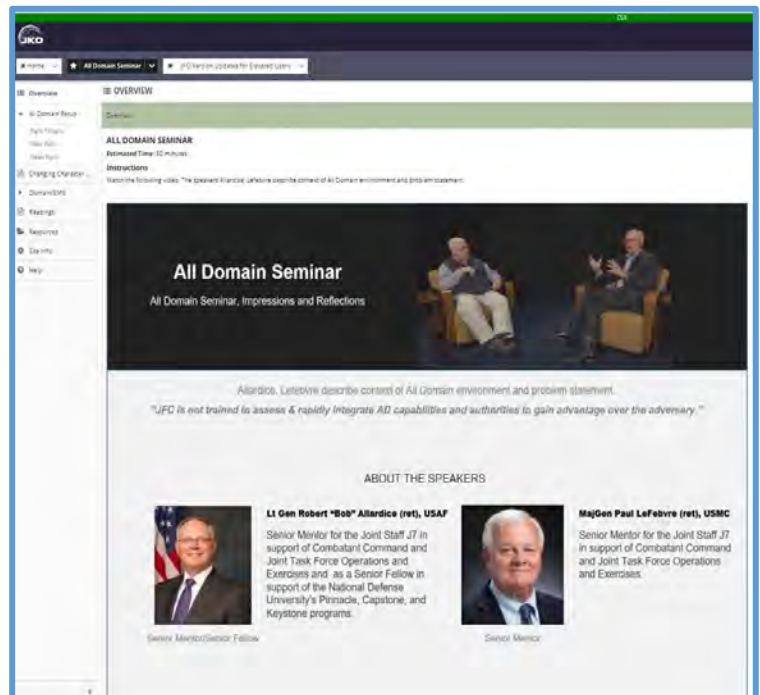
ALL DOMAIN SEMINAR – SIPR Website Information Paper

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.