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UNIVERSAL JOINT TASK MANUAL



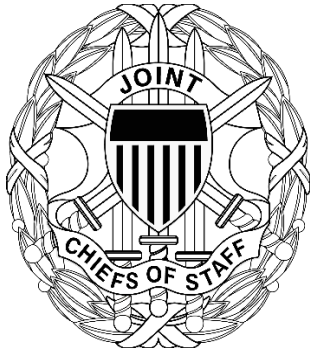
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References:

See Enclosure F

1. Purpose. This manual describes the purpose, process, and guidelines of the Universal Joint Task List (UJTL), which includes a standard methodology to develop and maintain universal joint tasks (UJTs).
2. Superseded/Cancellation. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.04F, 1 June 2011, "Universal Joint Task Manual," is hereby superseded.
3. Applicability. This manual applies to the Combatant Commands (CCMDs), Services, Reserve Components (to include National Guard Bureau (NGB)), Combat Support Agencies (CSAs), Joint Staff (JS), and other Department of Defense (DoD) components.
4. Procedures. The UJTL Program serves as a foundation for joint planning, readiness reporting, joint training, joint capabilities-based planning, education, joint force development, and joint operations. Policy and guidance for implementation of the UJTL Program are found in reference a. This manual provides additional information on the process to develop UJTs and use them to effectively describe joint actions and capabilities required to execute joint missions. An understanding of UJTL Program's policies, guidance, and the procedures described in this manual are fundamental to implementation and management of the UJT process. In accordance with (IAW) reference a, the Joint Staff Director for Joint Force Development, J-7 is responsible for directing the UJTL Program. The Joint Staff Deputy Director for Joint Warfighting Development (DD JWD), J-7 is responsible for approving changes to the UJTL, managing the UJTL Program resources, and ensuring execution on behalf of DJ-7. The Program Manager (PM) for the JS J-7 UJTL will oversee the UJTL Program and its processes, to include staffing changes to UJTs.

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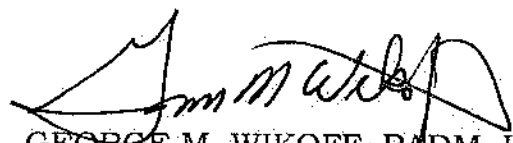
5. Summary of Changes

- a. Updated UJTL policies, relationships, and linkages with other programs.
- b. In alignment with reference a, changed signature approval for the UJTL and UJTs from the Director, Joint Staff to the DD JWD.
- c. Removed processes and products no longer managed or produced by the J-7's UJTL Program.
- d. Expanded the circumstances and requirements for changes to UJTs, to include greater fidelity on the staffing process and conditions for UJT approval and publishing at various stages of staffing.

6. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). DoD components (to include the CCMDs), other federal agencies, and the public may obtain copies of this directive through the Internet from the Chairman of the Joint Chiefs of Staff (CJCS) Directives Electronic Library at: <<https://www.jcs.mil/library>>. JS activities may also obtain access via the Secret Internet Protocol Router Network (SIPRNET) Directives Electronic Library web sites.

7. Effective Date. This MANUAL is effective upon signature.

For the Chairman of the Joint Chiefs of Staff:



GEORGE M. WIKOFF, RADM, USN
Vice Director, Joint Staff

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Enclosures:

- A – Introduction and Policy
- B – Universal Joint Tasks
- C – Universal Joint Task Development and Submission Process
- D – Measures and Standards
- E – Joint Conditions
- F – References
- GL – Glossary

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ENCLOSURE A

INTRODUCTION AND POLICY

1. Purpose. The UJTL is the authoritative menu (or library) of all approved joint tasks, written in a common language. Each individual UJT in the UJTL is an action or activity assigned to a unit or organization to perform a specific function and/or to provide a capability or resource. Joint tasks describe, in broad terms, the extant joint capabilities of the Armed Forces of the United States. The UJTL facilitates the translation of the *National Defense Strategy*, *National Military Strategy*, and other sources of policy and direction into actionable, doctrinally based joint tasks that are commonly understood across DoD. It serves as a foundation for capabilities-based planning across the competition continuum. These tasks align plans to joint readiness reporting through selection within the Defense Readiness Reporting System (DRRS) and support training and exercises, lessons learned processing, and requirements development.

2. Relationships with Other Processes/Programs

a. Joint planning provides the foundation for joint readiness, unit assessments, and training by establishing responsibilities and capability requirements for all elements of a joint or multinational force or agency. Planning outcomes are the identification and development of tasks, conditions, and standards. The UJTL is required for developing joint mission-essential tasks (JMETs). DoD components should align and select a UJT to each approved plan's essential and supporting tasks (staff-/subordinate-/command-linked) to reflect the plan tasks accurately. These individual JMETs form the commander's joint mission-essential task list (JMETL), and this is employed in the DRRS IAW reference b and assists command assessment processes and other requirements. This data then supports various programs, such as the Joint Training Information Management System (JTIMS), Joint Lessons Learned Information System (JLLIS), Joint Capabilities Integration and Development System, and the Mission Assurance Program with their related focus areas, assessments, and reporting. The UJTL also supports other DoD programs, such as joint warfighting development, experimentation, education, lessons learned, and Service-level joint training. In support of the Services, the UJTL may also be used for selection and development of mission-essential tasks (METs) for a mission-essential task list (METL). In the future, the Joint Training Tool (JTT) will incrementally replace JTIMS. As JTIMS functionality is replaced, users will be directed to use the JTT.

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b. The UJTL Program facilitates joint readiness reporting. The approved authoritative UJTL database (DB) is uploaded within the DRRS for specific UJTs to be selected when building a JMETL/METL. All joint functions, with their associated tasks, should be considered when defining the JMETL. The UJTL has a direct role in this process as commanders and directors are required to select tasks from the UJTL to develop their respective JMETL and later assess readiness. Units and organizations then tailor these tasks through the application of standards and conditions based on their level of warfare (LOW) and the types of operations required to accomplish assigned missions. UJT titles will not be edited within the JMETL. Only approved UJTL task titles translate to other joint systems. Tailoring is achieved through standards and conditions, not changes to a UJT title or description.

c. DoD components use Joint Training System (JTS) processes (references b and c) to align joint training strategy with assigned missions; to plan, execute, and assess joint training and exercises based on the JMETL, selected from the UJTL, and training objectives (TOs) in the joint training plan; and provide documented training status in JTIMS for input to readiness reporting in DRRS. Joint training and exercises are focused on the JMETs derived by commanders/directors from mission analysis during the joint planning process. Within JTIMS and during subsequent training, these joint tasks then provide the foundation of the TOs and link the DRRS readiness task standards to the aligned event task TOs. The joint tasks are integrated and aligned with Task Performance Observations and Training Proficiency Evaluations to support Training Proficiency Assessments, which are linked back to the JMETs listed in DRRS (capturing the assessment of the organization's training proficiency related to the task).

d. The JMETL is the mission-to-task linkage that is the foundation for the planning, development, execution, and assessment of joint training, exercises, and education. Learning is not confined to classrooms, training sessions, and large-scale exercises. Individual learning outside of organized training can also be attained through additional online courses available through the Joint Knowledge Online learning management system. UJTs are associated with online courseware to assist individuals in selecting the appropriate courses for their professional development. The UJTL also facilitates Joint National Training Capability accreditation and certification of Service and U.S. Special Operations Command training programs and sites. The UJTL is used to create an accreditation matrix and provide task information for assessing the joint context available to conduct training on a joint task or a selected portion of a task. It helps identify shortfalls in the capability of a program to provide a realistic joint training environment.

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e. The primary objective of the CJCS Joint Lessons Learned Program (JLLP) is to enhance joint force readiness and effectiveness capabilities across the Armed Forces by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. Operationalizing lessons learned against the JMETL, derived from the UJTL, improves the readiness and performance of the Armed Forces across the full range of joint operations. The JLLIS provides the ability to capture observations, issues, or best practices that identify, as part of the JLLP Process, capability requirements and associated capability gaps against a MET or other UJT, per reference d.

f. The UJTL provides one of several starting points for developing joint mission threads (JMTs). JMTs are operationally driven, technically supported descriptions of the end-to-end set of activities required to execute a mission or mission task. In addition to joint operations, the term can include coalition or mission partner threads. JMTs are an approach based on joint capability areas (JCAs), UJTs, DoD guidance, doctrine, Service documentation, and/or other authoritative sources that clarify requirements, provide operational and technical context, establish common standards, detail the interaction of systems and processes, and produce architectures. JMTs deconstruct the mission elements necessary to support joint force mission and capability-based analysis (e.g., operational performers, operational activities, system performers, system functions, information and data exchanges, performance parameters, and threats). JMTs provide analysts and decision makers with a comprehensive view that identifies the complexities between capabilities, capability gaps, interoperability issues, as well as other systems-/service-related issues.

g. JCAs are collections of similar DoD capabilities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning. They link the strategies for developing, managing, and employing the force by providing an organizing construct that facilitates collaboration among the many related DoD activities and processes. The linkage of the UJTL to the JCAs, down to the lowest tier, provides the capability to relate the framework used in DoD processes to assigned tasks that organizations and individuals perform. Additional JCA information is available in reference e.

3. Universal Joint Task List. The UJTL is the listing for all UJTs for use or reference. The authoritative version of the UJTL resides within the UJTL Task Development Tool (UTDT), hosted on NIPRNET (reference f). The UJTL is routinely exported to systems dependent on the UJTL DB as a resource such

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as DRRS, JTIMS, JLLIS, and Service task DBs. Exported UJTL versions reside on the UJTL portals on NIPRNET and SIPRNET, all available via the Joint Electronic Library Plus (JEL+) (reference g). The JEL+ UJTL portal on NIPRNET and SIPRNET is updated regularly, while the UTDT is a dynamic DB and contains real-time updates.

4. Universal Joint Task Overview. UJTs are universal by nature. Tasks identify “what” is to be performed (an action) in terms common to joint organizations. The task description does not address how a task is performed (this is found in joint doctrine or other governing documents), why the task is performed (this is a direct result of mission analysis from planning and JMETL alignment), or who performs the task (these are found in the commander’s concept of operations and joint doctrine, then assigned to the tasks through the JMETL). Commands draw from the UJTL when developing their own specific JMETs/METs for use in planning readiness, training, etc. Commanders tailor these “universal” joint tasks to become “mission-specific” JMETs by: (1) Applying the task to their unique mission, (2) Applying mission-specific standards with criterion, and (3) Applying conditions unique to their environment.

a. Joint tasks are accomplished by a joint organizational element under joint command and control using joint doctrine. They are assigned by Combatant Commanders (CCDRs), joint force commanders (JFCs), subordinate JFCs, joint force headquarters (JFHQ) commanders, and agency directors to be performed by joint forces, staffs, and integrated Service and functional components. This manual provides the procedures for the development of joint tasks that can be applied at multiple echelons of command. The UJTL focuses generally on the joint force commands at the strategic and operational LOW. There are some tasks at the tactical LOW requiring the accomplishment by two or more services together; however, this is predominately a Service responsibility. The UJTL may be used by non-joint units and organizations for developing their Service-specific METLs.

b. The minimum required elements of a UJT are task number, task title, task description, measures, and reference(s). The authoritative elements of the UJT are task number, task title, and task description. The task note/background, measures, and joint doctrinal references are non-authoritative. The task note/background is optional and may provide additional task information relevant to the end user, if desired by the joint community. Major changes to authoritative elements require staffing and coordination with the Universal Joint Task List Development Community (UDC) and approval by the DD JWD. Non-authoritative elements are administrative in nature and are not

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subject to staffing, adjudication, and/or considerations for nonconcurrence by the community.

c. The joint tasks listed in the UTDT are not all inclusive. New candidates and changes to existing tasks may be submitted if the universal action required is not resident within the UJTL.

5. Joint Conditions. Joint conditions are variables of the environment that affect the performance of a task. Joint conditions are neither a component of a joint task nor a part of the UJTL, but are related when applied during JMETL development and are updated through a coordinated effort of the UJTL and DRRS Programs. They are often employed during planning, readiness, training, etc. Some are designed to help describe the theater of operations (e.g., host-nation support); others describe the immediate joint operations area (e.g., maritime superiority); while still others describe the battlefield conditions (e.g., littoral composition). Joint conditions are neither directive nor all-inclusive. When linked to specific joint tasks in a JMETL, joint conditions help frame the differences or similarities between assigned missions. These example conditions should be used as a guide, and commanders and staffs must determine their own specific criteria and modifications based on the needs of the unit/organization. Joint conditions are maintained separately from the UJTL and serve as a reference and tool for these other processes. The JEL+ hosts a Joint Conditions List for command and staff use. Recommendations to modify the master Joint Conditions List should be submitted via memorandum to the JS J-7 Universal Joint Task List Coordinator (UC) for inclusion in the UTDT. This does not preclude the commander/director from using joint conditions prior to their being incorporated in the UTDT. The intent of submitting the joint conditions is to add them to JEL+ and then DRRS for DoD-wide use. Enclosure E of this manual provides a more detailed explanation of “Joint Conditions” and the process to update them.

6. Measures to Standards and Criteria of Performance. Commander’s/director’s approved measures and criteria comprise the task standard to describe how well a joint organization or force must perform a joint task under a specific set of conditions. Commanders/directors use tailored criteria and measures to establish task standards based on mission requirements (such as maximum number of failures or minimum percentage of units trained). Standards are the minimum acceptable level at which a task must be performed to assure successful task completion. These standards, when linked to conditions, provide a basis for planning, conducting, and evaluating military operations as well as training events.

7. Definition of Terms. Key terms that apply to understanding the UJTL and its application to JMETL development, readiness, and capability-based JTS processes are in the Glossary. Terms are based on the definitions found in reference h or as otherwise cited.

8. Relationship of Key Terms

a. Understanding the relationships among missions, operations, and tasks is important to the successful use of the UJTL in establishing joint training and readiness requirements. The relationship between these three elements becomes clearer through mission analysis.

b. The relationships among these terms may be described as follows:

(1) A mission directs an organization with achieving specified end states, which must be analyzed to define the necessary essential tasks. The mission is a statement of the action to be taken and the reason for doing so. The mission statement contains the who, what, when, where, and why, but seldom specifies how. It forms the basis for planning and is included in the planning guidance, the planning directive, staff estimates, the commander's estimate, the concept of operations, and the completed plan.

(2) An operation is a military action or the carrying out of a strategic, operational, tactical, Service, training, or administrative military mission.

(3) A task is an action or activity (derived from an analysis of the mission and concept of operations), specifically assigned to a unit or organization, that must be done as it is imposed by an appropriate authority. Tasks are generated from mission analysis or operations plans, and joint capability requirements.

c. Mission analysis and subsequent mission planning provide the requirement to perform tasks and provides the context for each task's performance (including the conditions under which a task must be performed). It determines where and when a task must be performed (one or more locations). Finally, it determines the degree to which a task must be performed (implied in the concept of the operation) and provides a way to understand precisely how the performance of a task contributes to mission success (i.e., the standard).

9. Universal Joint Task List Change Request Policies

a. Types of UJTL Changes. The following defines the types of changes for individual UJTs within the UJTL. Additional criteria and procedures are found in Enclosure C.

(1) New Task Change Request. This is a proposal for a completely new UJT with a previously unassigned task number, a unique task title, and requisite supporting task elements. This occurs after a command determines existing UJTs do not adequately address command requirements and modifications to UJTs would not be sufficient. This may also be called a candidate task.

(2) Modify Task Change Request. Proposed changes to an existing UJT. This can address any task element except task number, which cannot be modified.

(3) Delete Task Change Request. Proposed deletion of an existing UJT. It would not be permanently deleted; instead, it would be placed into an inactive, archived status. The UJT remains available within the UJTL for purposes of research. It may be reactivated in the future.

b. Change Request Policies

(1) The UJTL has evolved to respond to and integrate the UDC more effectively to support operational warfighting requirements for planning, readiness, and training. It is a joint operational and joint warfighting development resource. The UJTL Program requests and greatly values inputs from UDC commands to improve the relevance and utility of UJTs. The program encourages consultation, dialogue, and proposed changes. The UJTL User Advisory Group is also a venue to share and discuss changes amongst participants. This is held at least annually and as required, IAW reference a.

(2) All recommendations for UJTL change requests (new, modify, and delete UJTs), as well as urgent changes, will be submitted using the UTDT by the command's UJTL organizational point of contact (OPOC). Within UTDT, a recommended change to a UJT is called a change request.

(3) A change request for a new task must be submitted, or sponsored, by an organization with a JMETL or METL, normally within DRRS, and have a justification describing how the proposed task fills a mission or capability gap and why existing UJTs are not sufficient. Not all UDC commands or staffs have a JMETL/METL, so they may not nominate a new task unless they are

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coordinating with an organization that does (e.g., a sponsoring UDC stakeholder). For example, JS Directorates (J-Dirs) do not nominate new tasks because they are not a supported commander of reportable forces nor have a reporting responsibility (e.g., JMETL), and as such they must coordinate with a command that concurs with the nomination to be the sponsor of the candidate task, such as a CCMD or CSA. Commands should first consider modifying an existing UJT to meet needs instead of creating a new one as the initial choice. A change request for a new task will be staffed through the action officer (AO) level and published afterwards if there are no unresolved issues or nonconcurs.

(4) Creating a new task based solely on a perceived gap within a LOW is not sufficient justification. Tasks can be adapted by commands for tailored needs, and this includes selection across LOWs if acceptable by the command as it defines the relevant conditions and standards of the task. The UJTL's structure is generally not designed as a rigid, vertical hierarchy across all LOW for organizations to select the action(s) most applicable to their missions within their METL. The UJTL does not routinely retain "task/subtask" or "parent/child" relationships for UJTs, although a number of these do exist. These detailed task linkages are normally made within readiness and training programs of record instead of the UJTL. Some allow commands to link tasks with other commands such as subordinate, supporting, and supported commands. Consequently, supporting and linked tasks are not accepted for addition to the UJTL.

(5) Urgent new task change requests seek immediate approval and publishing for a command's near-term readiness reporting use, typically to support a gap in the METL based on the mission. These change requests require an endorsement letter addressed to the J-7 UJTL Program, signed by an O-6/civilian equivalent, describing the gap in the command's METL and justifying the need to create the task. This task would be required for readiness assessment and reporting in DRRS. The endorsement will also state the proposed new task is added to the command's METL after it is published and available in DRRS. The J-7 UJTL Program will provide an endorsement example upon request. Change requests that do not meet these criteria will be downgraded to routine priority and regular staffing with the UDC.

(6) Urgent modifications to tasks are authorized; however, these should be rare occurrences based on real-world mission needs and subsequent readiness reporting gaps. Justification should focus on major or substantive mistakes in authoritative fields, such as the task title and task description, and/or an issue that affects reporting. Urgent task modifications will receive accelerated staffing if the requested change can be applied to more than one UDC command. Urgent modifications still require coordination with the UDC

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because of readiness and training reporting ramifications prior to accepting and publishing the change. Change requests that do not meet these criteria will be downgraded to routine priority and regular staffing with the UDC.

(7) Tasks cannot be moved from one LOW to another primarily due to the negative effects of broken command linkages, as well as the loss of task histories. Linkages in other systems, based on the original task number, would be broken in various programs of record (i.e., JTIMS). This would have critical negative effects on readiness, training, and other programs that track and/or link via the task number.

(8) Changes to measures are usually not staffed with the UDC. This is a non-authoritative field, and measures serve as samples only to facilitate development of standards by commands. OPOCs can coordinate directly with the UJTL Program to modify measures of existing UJTs.

(9) Change requests to delete a UJT should be based on the lack of readiness reporting in DRRS (not active in any JMETLs) or duplication by other tasks. Deletions will be staffed through at least the planner-level of the UDC to provide visibility and evaluate impact to various processes, to include planning, operations, readiness, training, and capability development. OPOCs should coordinate with appropriate affected staffs internally before concurring with deletions. Deleted UJTs are not permanently removed from the UJTL DB. They are archived within the UTDT, which retains them for research and future consideration for reactivation, if needed. They are also available in exported UJTL files for research use.

(10) Change requests will be submitted by the organization's UJTL OPOC(s) in the UTDT. Each organization is assigned at least one primary OPOC, designated in writing. Alternate OPOCs are encouraged and provide backup to the primary and depth to the UJTL Program, to include users of the UTDT. There are no limits as to how many alternate OPOCs an organization may assign, following completion of UTDT OPOC training and OPOC designation. Listings may be found on the JEL+ UJTL portal page. Roles and responsibilities of the OPOC are found in reference a.

c. Change Request Applicability. Change requests in UTDT apply to UJTs only and not to other aspects of the UJTL Program. Specific procedures for updating UJTs are found in Enclosure C. Recommendations for changes to the broader UJTL Program should be directed to the J-7 UJTL PM.

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ENCLOSURE B

UNIVERSAL JOINT TASKS

1. Introduction. This enclosure discusses UJTL organization, LOWs, and linkages and relationships with other processes. The UJTs listed in the UTDT, and available through the JEL+ UJTL portal, are designed as a reference aid to communicate mission capability requirements from supported to supporting commanders in a JMETL. UJTs provide the common language that can be used to document warfighting required capabilities from plans and develop, execute, and assess joint training and exercises.
2. Authoritative Universal Joint Task List. The authoritative UJTL and Joint Conditions List are not published in this document. The authoritative UJTL is found only in the UTDT on NIPRNET. The authoritative Joint Conditions List is found on JEL+, and a copy is resident in DRRS for selection to tailor a JMETL. All other sources of the UJTL and Joint Conditions List are exported versions and accurate as of the date of export. Exported versions of the UJTL reside on NIPRNET and SIPRNET JEL+. Classified tasks and measures are available on the SIPRNET, when they exist and as updated via data export/import. The UJTL and Joint Conditions List are exported to several other systems (e.g., DRRS, JTIMS, etc.).
3. Organization. The UJTL is organized into three separate LOWs, with two sublevels within the strategic LOW. Each task is individually indexed to reflect its placement in this structure and coded as: strategic national- (prefix SN) and strategic theater- (prefix ST) level tasks, operational-level tasks (prefix OP), and tactical-level tasks (prefix TA). In JMETL development, commanders/directors select the tasks that most closely describe what is being performed as determined by mission analysis. Single-digit listings (e.g., SN 1, ST 1, OP 1, and TA 1) are “category headings,” designating broad functional task areas. In general, they should not be used in a JMETL, as the broad nature of these tasks make relevant mission capability assessment difficult. Two-, three-, four-, and five-digit tasks allow for more specificity in creating a JMETL, and they should be used to effectively capture the requirements of a mission’s specified and implied tasks.

a. The strategic LOW is divided into two sublevels: SN and ST. The SN and ST sublevels translate national strategic policy and guidance to provide clarity and focus for task development and execution. The President establishes policy and national security objectives, which the Secretary of Defense (SecDef) translates into strategic military objectives that facilitate theater strategic planning. CCDRs participate in strategic discussions with the

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SecDef, CJCS, and with allies and coalition members. The CCMD strategy is thus an element that relates to United States national, defense, and military strategies and to operational activities within the theater. Military strategy, derived from national strategy and policy and informed by doctrine, provides a framework for conducting operations. Additionally, the Joint Warfighting Concept, informed by national and military strategy, provides an operational approach that informs doctrine and future UJT development. This LOW also describes activities that implement national and multinational military objectives and apply across the DoD and its components, such as defense acquisition, defense logistics, global communications, and space surveillance.

b. The OP LOW links the tactical employment of forces to national and military strategic objectives. The focus at this level is on the design and conduct of operations using operational art—the application of creative imagination by commanders and staffs supported by their skill, knowledge, and experience—to design strategies, campaigns, and major operations and organize and employ military forces. JFCs, JFHQs, and component commanders use operational art to determine when, where, and for what purpose major forces will be employed and to influence the adversary's disposition before combat. Operational art governs the deployment of those forces, their commitment to or withdrawal from battle, and the arrangement of battles and major operations to achieve operational and strategic objectives.

c. The TA LOW is where battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. An engagement normally is a short-duration action between opposing forces. Engagements include a wide variety of actions between opposing forces. A battle consists of a set of related engagements. Battles typically last longer than engagements; involve larger forces such as fleets, armies, and air forces; and normally affect the course of a campaign. Forces at this level generally employ various tactics to achieve their military objectives. Tactics are the employment and ordered arrangements of forces in relation to each other. TA UJTs are performed by more than one Service as a joint action.

4. Level of Warfare Selection. There is no direct link between levels of command and LOWs. Commanders are not limited to selecting tasks within the LOW in which they operate (e.g., a CDR may select an SN- or OP-level task within their JMETL if the action is consistent with the mission; an operational subordinate commander within a theater of operations may select an ST-level task for a similar reason). They may select tasks at any LOW, if the action in the task, tailored with conditions and standards for their

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organization, meets their requirements. Tasks should not be written to show a hierarchical relationship and/or represent organizations that do not maintain a JMETL (e.g., Office of the Secretary of Defense, J-Dirs, etc.).

5. Service Task Lists. Services maintain responsibility for management, oversight, publishing, and revision of their own task lists. Service task lists are posted on the UJTL JEL+ portal when provided to the UJTL staff. Service task lists should link to the UJTL and provide a common language for cross-referencing Service tasks to joint tasks. Tools supporting these lists must be compatible with the JEL+ and UJTL DBs and used in DRRS and the Enhanced Status of Resources and Training System and JTIMS IAW reference c.

6. Task Linkages. Tasks from the UJTL may be contextually linked to other tasks within and across the LOWs. Vertical linkages may connect related tasks between LOWs, such as strategic national communications linked to tactical communications. Vertical linkages can also be characterized as end-to-end linkages. Horizontal linkages, referred to as parallel linkages, connect different tasks at the same LOW, such as tasks related to tactical communications and tactical maneuvers. The basis for linking these tasks is that in the context of conducting a military operation, tasks that are linked must all be performed to standard and in concert with one another for a military operation to succeed. Horizontal linkages involve the synchronization of a variety of tasks in time and space based on a commander's concept of operations for a mission and IAW joint doctrine. Tasks may not specifically reference another task or number within its fields as the UJTL is dynamic and subject to change.

a. Vertical linkages cross the echelons of command. Vertical linkages provide the connecting structure among tasks from the UJTL across the strategic, operational, and tactical LOWs. Intelligence is an example of a task with vertical linkages across the LOWs. Although the generic elements of strategic, operational, and tactical intelligence are similar (e.g., planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback), the tasks and subtasks associated with each level are distinct in terms of objective, scope, and what type of organization is assigned to perform them. At the strategic level, national means are used to collect, analyze, assess, prepare, and disseminate intelligence to many users, ranging from CCMDs to tactical units. Conversely, information and intelligence collected at the tactical LOW are passed up by tactical commanders through the same chain to the national level where they are collated, analyzed, and assessed to form a worldwide intelligence picture. These vertical relationships, which form an "intelligence system," are maintained to some degree regardless of the type of military operation being planned or conducted.

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b. Horizontal linkages describe the operations concept. A horizontal or parallel linkage is defined in the context of a military operation. That is, when conducting a military operation, different tasks (e.g., intelligence and fires) interact with one another to achieve the effects desired by the commander. The interactions among such tasks may be temporal, informational, or spatial.

7. Linkages Between Joint Planning and Joint Training

a. Joint planning provides the foundation for joint operations, readiness, unit assessments, and training by establishing responsibilities and capability requirements for all elements of a joint or multinational force or agency. Joint planning and UJTL linkages assist with developing and assessing plans for readiness and execution (e.g., campaign, operation, and contingency). Once planning is completed, tasks, conditions, and standards are identified/developed IAW the JMETL development process. DoD components should align and select a UJT to each approved plan's essential and supporting tasks (staff-/subordinate-/command-linked) to reflect the plan tasks accurately. Figure 1 illustrates how mission planning initially identifies and defines essential tasks and then selects and aligns associated UJTs to facilitate the JMETL development process. This may include specified and implied tasks. The JMETL becomes the source for reporting readiness and execution as well as development of a joint training program to achieve/maintain a level of readiness.

b. Consider the perspective of a JFC assigned a mission by a CCDR to "eject enemy armed forces from an ally's territory." This commander and staff must conduct a mission analysis to identify operations to support the mission or how the mission will be accomplished. Operation plans are published that specify and imply tasks to be performed by the command, subordinate commands, and supporting commands for operations success. These tasks are used to develop JMET by applying commander's mission-essentiality criteria and then applying tailored conditions and standards that are based on the Operation Plan/Concept Plan concept of operations. Additionally, supporting and command-linked tasks are identified with their conditions and standards. Figure 1 provides an example of some of these relationships for a noncombatant evacuation operations scenario.

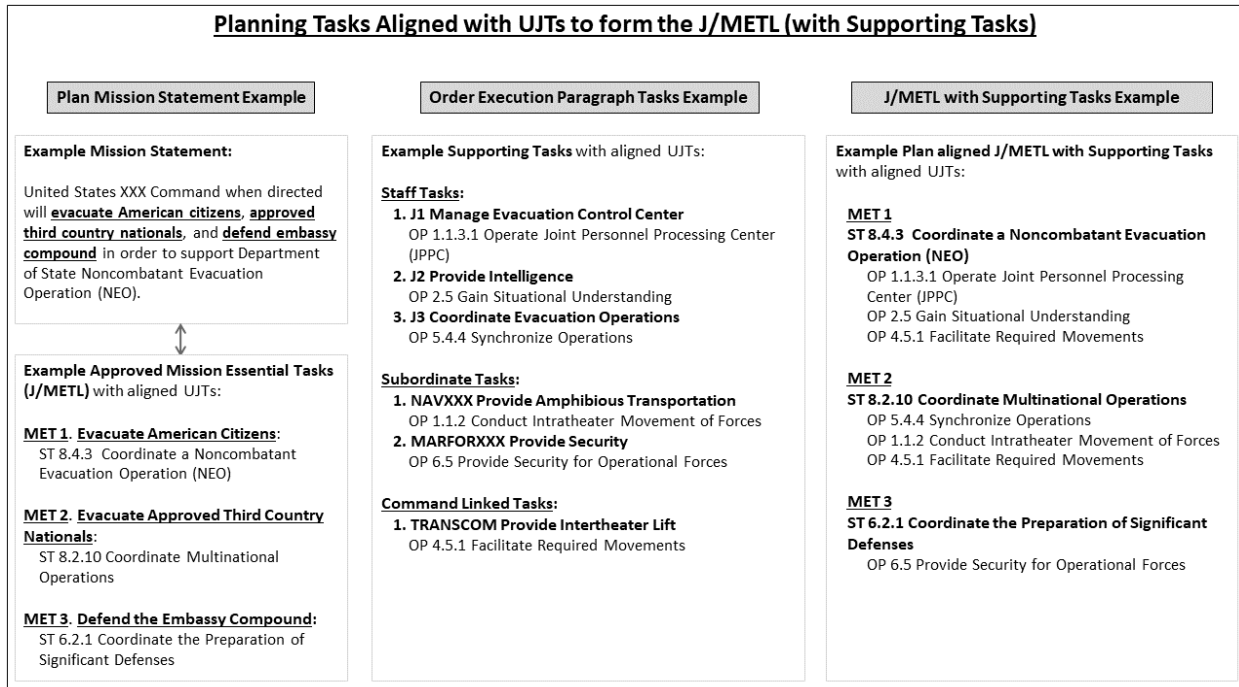


Figure 1. Planning Tasks Aligned with UJTs to Form the J/METL (with Supporting Tasks)

c. For operations assigned to subordinate commands, analyses must be conducted, in turn, by these commands to determine what tasks (with tailored conditions and standards) must be performed and by whom for operational success. The product of all these tasks, conditions, and standards from the commander and staff, subordinate commands, and supporting commands is a JMETL. Each level of command requires its own, unique JMETL, and staff, subordinate, and command-linked tasks of higher headquarters should be identified and evaluated for incorporation. This assists readiness, execution, and training assessments.

d. The JMETL describes mission-required capability that is used to develop joint training requirements by a CCDR and staff, subordinate JFCs/JFHQs, and subordinate commanders (e.g., component and unit commanders). The JMETL is the mission-to-task linkage that is the foundation for the planning, development, execution, and assessment of capabilities-based training. The tasks with tailored conditions and standards provide the basis for deriving TOs that are used to develop training events. While the number of JMETs for any one command may consist of only a small number of tasks, the total number of JMETs for all commands associated with a CCDR's mission may be much larger. The source of all UJTs selected for a JMETL is the authoritative online version of the UTDT available on NIPRNET.

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Enclosure B

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ENCLOSURE C

UNIVERSAL JOINT TASK DEVELOPMENT AND SUBMISSION PROCESS

1. Introduction. The UJT development process described in this manual is designed to be responsive to requests from the UDC for both routine changes and urgent requests, handled on a case-by-case basis by the JS. The UTDT is a dynamic web-based program and, IAW reference a, is the primary staffing mechanism to propose, coordinate, analyze, approve, and publish all candidate new tasks and change requests to existing UJTs to the UJTL. For the purposes of this manual, proposed new tasks will be called “candidate tasks” in most cases and modifications to existing tasks, to include proposed deletions, will be called “change requests.” The term change request may also be applied to a new/candidate task when specifically discussing its status within the UTDT because the tool uses the term “change request” for all submissions (new, modification, and delete). The UTDT is available to all users with NIPRNET access.

2. Task Development Guidelines. UJTs are single broad actions and only include the “what” of the task. Use of multiple verbs in task titles denotes multiple tasks, thereby making it difficult to assess task performance in terms of readiness reporting and joint training assessments. The use of words such as “by,” “through,” or “during” usually lead to describing the “how” of the task (e.g., how a task is to be performed as opposed to what is to be performed). How a task is to be performed resides in doctrine, concept of operation, standard operating procedures, etc. (often found in the task references) and can, to a certain extent, also be described in the conditions and measures portion of a mission-essential, command-linked, or supporting task.

a. UJTs are assigned to provide military capabilities required by authoritative national-level guidance, directives, and policy. A joint task will have a basis in and be referenced to joint doctrine that is contained in a joint publication (JP). The primary reference for each UJT will be a JP. Acceptable secondary references for UJTs include joint doctrinal publications; approved joint concepts; CJCS instructions and manuals; other JS guides, instructions, manuals, and notices; and DoD directives, manuals, and instructions. Joint doctrine identifies “how” a UJT is performed and should provide enough definition of the activity to contribute to the development of a task description. Joint concepts may identify “how” a UJT is performed based on the nature of the concept (i.e., problem, scope, solution proposed, etc.). Due to the dynamic nature of real-world operations and the speed in which doctrine is codified and signed, joint concepts that are approved and signed may be used as a primary reference until the joint doctrine is promulgated. This is on a case-by-case

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basis, determined by the UJTL Program. References that are not appropriate include draft JPs, federal law, rescinded or superseded publications, the Unified Command Plan, concepts of operation, memoranda of agreement, Federal Acquisition Regulations, etc. TA tasks can list multi-Service doctrine; Air Land Sea Application Center-developed multi-Service tactics, techniques, and procedures; Service manuals; and Service task lists as references. In exceptional cases, the JS J-7 UJTL Program will determine applicability of the references.

b. Focus on the “What,” in terms of the action to accomplish. Tasks and task descriptions will not specify the means to accomplish the task. Tasks contained in the UJTL will avoid specifying particular ways and means (e.g., type of unit, organization, or system) involved in task performance. UJTs describe “what” must be executed to achieve a capability. The linkage within each UJT to the appropriate doctrine will detail the “ways and means” for task execution.

c. UJTs should detail organizational activities, not operations. The UJTL incorporates and documents joint tasks that enable execution of a joint capability required for a military operation and avoids terms that refer to more global activities, such as operations. A UJT should only contain and describe one universal action. A military operation is significantly broader than a task and requires the application of many capabilities in time, space, and purpose, and therefore should not be included in the task list.

d. Joint tasks within the UJTL will not be organized to describe a sequence or a process. Task lists are not organized as a dynamic representation of the sequence and interactions among tasks as they are performed in the context for execution of a military operation. Tasks in the UJTL are grouped by function. The set of joint tasks that detail the activities necessary to provide a joint capability are a function of mission, enemy, terrain and weather, troops and support, and time available, not the result of a hierarchical procedural ranking within the UJTL.

e. A task title and description will not include conditions. The UJTL focuses on the activities performed by military units and organizations. Sometimes in the process of defining a task there is a tendency to include conditions to amplify or clarify the task description. Ensuring that conditions are not included in task descriptions will provide universal tasks that are applicable to a wider variety of JCAs, potential military operations, and areas of responsibility/joint operations areas where operations might be conducted.

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f. Tasks should be placed at appropriate LOWs. Not all tasks should be included at all LOWs because they do not actually take place at all LOWs. The LOW of an activity is determined by the nature of the activity itself and by the context in which it occurs. For example, the decision to employ nuclear weapons and associated planning will be strategic (SN/ST) in almost all instances, but actual delivery will include “tactical” level tasks to execute the purpose and intent in the commander’s concept of operations. In many cases, the LOW for a task may be determined by relating it to the command level at which it will be accomplished. Tasks should not be exact duplicates at various LOW unless distinctively different (e.g., Plans vs. Executes). Ultimately, commanders select UJTs and employ standards and conditions to tailor them to their specific missions and requirements, which become their JMETs or METs, and these can be applied to a more appropriate mission LOW than the cited UJT LOW (e.g., an ST UJT can be applied to the OP LOW if a command has defined a specific need at that LOW in its JMET but derives it from the ST UJT).

g. A candidate task proposal or change request will use approved joint doctrine and terminology, and/or that contained in, or promulgated in reference h.

3. Universal Joint Task Formats. OPOCs must perform a front-end analysis (FEA) on UJT candidates and change requests prior to submission. This is crucial to the approval process. Inconsistencies and incorrect formatting will delay, and quite possibly stop, the approval process of a candidate task and change request. The checklist at Appendix A of this enclosure can be used to assist the OPOC in ensuring candidate tasks and change requests are ready for submission.

a. The LOW placement of a candidate UJT is critical. Incorrect placement will delay the approval process for the candidate task.

b. Acronyms or abbreviations must be spelled out upon the first occurrence of their use in every field (task title, task description, task note/background and task measures).

c. A candidate task’s numerical placement will be determined by first deciding within which LOW the task should reside. While there is no direct link between levels of command and LOWs, certain commands tend to operate at LOWs commensurate with their level of responsibility. With that statement, the following generally apply:

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(1) SN and ST tasks are derived from global and theater plans to achieve national objectives. They determine the use of national resources based on national/military objectives and guidance.

(2) OP tasks generally apply to commands operating where campaigns and major operations are planned or conducted to accomplish strategic objectives within a theater or designated operational area.

(3) TA tasks normally take place in a battlespace where engagements are executed and require the execution of two or more Services together.

(4) Determining the numerical hierarchical value is accomplished by first associating the candidate task with the appropriate category heading task. The category heading task is that single digit task, such as SN 1, "Conduct Deployment and Redeployment;" OP 1, "Conduct Operational Maneuver;" or TA 1, "Conduct Maneuver." Further evaluation will be required to find the correct placement with the LOW. OPOCs must analyze deleted/archived tasks and historic numerical assignments to avoid duplicate use of a number already assigned. The UTDT can assist this analysis as well as coordination with the UJTL Program for older historic numbering.

(5) The title of the candidate task assists in determining the hierarchical placement of the task within the UJTL (i.e., SN 4, "Provide Sustainment;" ST 4, "Sustain Forces;" OP 3.1.1, "Develop Targeting Guidance;" and TA 5, "Exercise Command and Control"). The title will be clear and concise with **one verb** and **one object** of the verb per task. Table 1 contains a list of sample verbs that can serve as a guideline for candidate task development. The title will contain the recommended task placement (LOW: SN, ST, OP, or TA). Duplicate task titles will not pass FEA requirements, and this is within and across LOWs. Note: The OPOC will check the UJTL prior to task submission for duplicate and similar tasks. When duplicate entries occur with different descriptions, the UC will contact the affected commands and initiate collaboration to resolve task title and LOW placement.

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SUGGESTED VERBS BY LEVEL OF WARFARE			
Strategic National	Strategic Theater	Operational	Tactical
Advise	Conduct	Arrange	Accomplish
Advocate	Control	Conduct	Acquire
Conduct	Coordinate	Coordinate	Carry-out
Control	Develop	Determine	Conduct
Coordinate	Direct	Develop	Employ
Design	Influence	Employ	Execute
Determine	Manage	Integrate	Operate
Direct	Monitor	Plan	Perform
Manage	Organize	Provide	Plan
Organize	Plan		Provide
Plan	Provide		
Provide	Synchronize		
Synchronize			

Table 1. Suggested Verbs by Level of Warfare

(6) The body of text that follows the task title is identified as the description. The description should be limited to one to two sentences and provide a clear, concise definition of the task but remain a universal and joint reference for broad application and subsequent selection and tailoring to develop specific JMETs/METs.

(7) A note/background (when applicable) is based on joint doctrine and is used to amplify the description or provide more clarity. Notes are placed at the end of the body of the description and start on a new line. The note/background may not be directive nor prescriptive in nature (e.g., “This task may include” is an appropriate term that may be used).

(8) UJT are referenced to JPs that provide additional information on the task and explain “how” the task is accomplished. A JP (doctrine) will be the primary reference. Additional references that do not describe “how” a task is performed (e.g., just reference the term) should not be included, as they provide no value to the UJT or the end user who must research the doctrine referenced for more information. OPOCs must identify the primary reference when submitting a candidate task in UTDT. By exception, approved joint concepts may be added on a case-by-case basis to support emergent readiness needs.

(9) All UJT must contain representative sample measures (see Table 2). Acronyms or abbreviations must be spelled out upon the first occurrence of

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their use. Measures are defined by commander's guidance, as well as associated joint doctrine and other supporting documents, and allow users to determine if they have accomplished the task. The representative sample measures listed with a UJT can be used with the associated tasks or provide planners with viable alternatives derived from other tasks. Commander's guidance will determine which measures will be used and the standards and conditions to be applied.

EXAMPLES OF MEASURES		
Number	Scale	Measure Description
M1	Percent	Of chemical, biological, radiological, and nuclear capable weapons that are detected
M2	Minutes	To send/receive messages
M3	Instances	Of initiating community action projects

Table 2. Examples of Measures

(10) Each measure of a UJT contains a generic scale. Each measure criterion reflects a key dimension of task performance and can be measured in time (response time), rate (rate of movement), level of completion (percent), size of deviation (proximity of fires to target), power (engagement range), lethality (rate of kills), and success (percent of messages accurately sent). Simple measures contain a single measurement. Complex measures may involve contributions of more than one task and should not be used. Measures are quantifiable, based on either an absolute criterion (e.g., number of occurrences or an amount of time) or a relative criterion (i.e., a compared value to the total, expressed as a portion or a percent complete). Measures and criteria reflect how a task contributes to mission success. They are focused on performance with an output result, which can provide a measure of readiness/capability (see Table 2 and Figure 3).

4. Universal Joint Task Submission Process. The UJT development and change request process involves approving a new task (candidate), revising an existing task (change request), or deleting a task (change request). This UJT submission process is accomplished using the UTDT. The UTDT is the primary and required tool to propose, analyze, and approve change requests. Within the UTDT, JS coordination is conducted through the voting module with a package containing tasks to be reviewed. Concurrently, the JS J-7 UJTL Program management team formally tasks the UDC through the established JS tasking process IAW reference i. In response, specific command inputs are to be submitted via the UTDT instead of an attachment to the JS tasker. The steps for the UJT change request submission process are described below and depicted in Figure 2, "UJT Change Request Process."

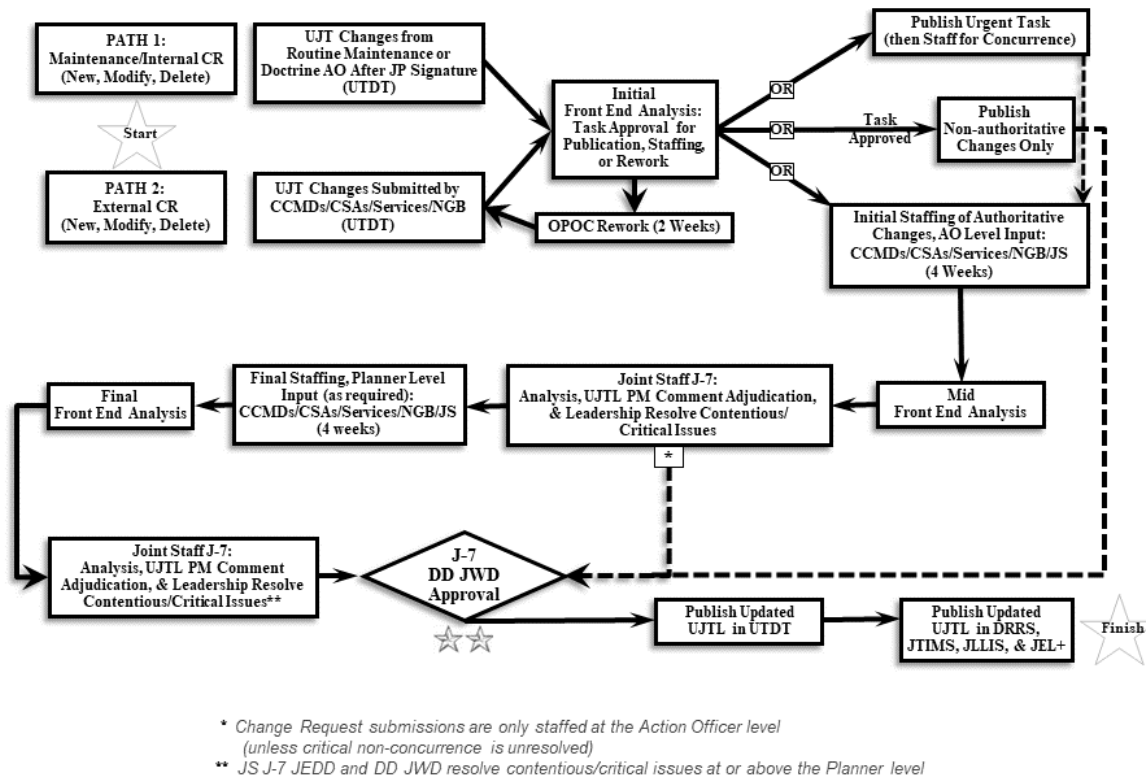


Figure 2. UJT Change Request Process

a. OPOC Submits Task and Initial FEA. OPOCs are critical to the UJT submission process. They act as the single access point in the command for submission of UJTs and the conduit for responses back to the JS in the UTDT. They are responsible for ensuring task submissions follow guidance in this manual and reference a, to include performing FEA.

(1) Candidate UJTs and change requests are submitted using the UTDT by an OPOC designated by a CCMD, CSA, Service, or NGB. Not all UDC commands or staffs have a JMETL/METL, so they may not nominate a candidate task unless they are coordinating with an organization that does (e.g., a sponsoring UDC stakeholder). Modify and delete change requests may be submitted by any UDC member. Candidate tasks and change requests should meet all the criteria and follow the format guidelines found in paragraphs 2 and 3. The OPOC FEA Checklist in Appendix A provides a step-by-step list of key items to review prior to submitting a task in the UTDT. The OPOC may submit a new task, propose modifying an existing task, or propose

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deleting an existing task. Prior to taking any action, the submitting organization should review the existing UJTL to determine whether the submission will be a new task, an existing task needing modification, or if an existing task is obsolete, requiring deletion from the UJTL. During this task submission, the respective OPOC identifies JP and other appropriate references that provide a doctrinal explanation of “how” a task should be done using approved joint doctrine terminology supporting the submitted task.

(2) Submissions inconsistent with this manual and the FEA Checklist will be sent back to the OPOC for rework. The result will be task resubmission or elimination. The OPOC will review feedback and the FEA Checklist to make additional changes that conform with standards and then resubmit the candidate task or change request. OPOC rework will typically be completed within two weeks or the task will be placed in OPOC Dropped status.

(3) Initial FEA. After submission of a candidate task or change request in the UTDT, the JS J-7–designated UC and supporting UJTL analysts conduct Initial FEA to ensure that the candidate task or change request meets basic submission requirements and conforms to the criteria and follows the format guidelines found in paragraphs 2 and 3. The UC/analysts check the candidate task’s task number and LOW to ensure they are appropriate and do not already exist in the UJTL. The UC/analysts review the candidate task to ensure it is indeed a “universal” joint task and not specific to any one organization. They ensure the candidate task cites the proper doctrinal references that support the task. If the UC/analysts determine that the candidate task or change request is acceptable, then the task continues on to JS coordination in UTDT for review by the J-7 UJTL PM. If the UJTL PM or UC determines that the candidate task or change request requires correction, it is returned for OPOC rework and additional analysis and edits.

b. Initial FEA Complete. If the candidate task or change request does not require further development by the OPOC, the J-7 UJTL PM will further process it. If the candidate task is required for readiness reporting in DRRS and if additional criteria are met, it will be designated as “Urgent” and entered into the Urgent Task Submission Process. See subsection 4.b.(1) for guidance. If changes to existing UJTs are only minor to authoritative fields and/or within non-authoritative fields, the change request can be approved and published without UDC staffing IAW reference a; otherwise, the J-7 UJTL PM sends it to the UDC for AO-level staffing and voting.

(1) Urgent Task Submission Process. Policy guidance and criteria for urgent candidate tasks are found in Enclosure A, paragraph 9, and must be met for a submission to be handled as urgent. This includes an official

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endorsement by the command. Urgent task submissions address a gap in a command's METL and justify the need to create the task. This task would be required for readiness assessment and reporting in DRRS. The urgent task submission process places a candidate task in a temporary status in the approved UJTL DB in order to permit the task to be available for immediate readiness reporting by the respective submitting command, agency, or organization. Although the candidate task becomes available for readiness reporting in DRRS, it continues through the normal UJT submission process. JS J-7 UJTL PM designates candidate task submissions required for readiness reporting as "urgent task" requests.

(2) Following Initial FEA completion, the J-7 UJTL PM validates the urgent task submission and then staffs it for provisional approval as authorized by reference a. This staffing process should typically take no more than two weeks. Upon approval, the task will be entered into the UJTL DB and then exported to DRRS and JTIMS. However, the candidate task will be retained within UTDT as a change request for official staffing with the UDC. This may be a standalone action or combined with other tasks having their own proposed changes. It will become a modify change request, since it was provisionally approved and no longer new. At the completion of the submission and UDC staffing process and after final approval, the task will be officially published.

c. JS Coordination, Staffing, Input, and AO Vote. The initial JS coordination, staffing, and vote on the candidate task or change request are conducted using the UTDT voting module. A UTDT voting module package will typically contain multiple tasks for review and comment. The UTDT voting module package is a form of an electronic comment resolution matrix, so it captures the details of a comment: point of contact, location in the document, type of comment, proposed change, and rationale. Comments are made on individual elements of specific tasks. Comments must be specific and include line-in/line-out changes to improve the task. The authorized types of comments are administrative, substantive, major, and critical. General comments are authorized, but these should be rare since they do not provide specific recommended changes and have limited value without them. OPOCs are responsible for collecting and entering comments from AOs within their respective commands. These comments will accompany the organizational vote, which will be one of the following: concur without comment, concur with comment, or nonconcur and be entered into the UTDT voting module for submission to the J-7 UJTL UC. The vote is submitted after comment input is complete. Only one vote (per command) is submitted regarding concurrence/nonconcurrence, and it addresses the entire UTDT voting module package; however, nonconcurrence is for specific task changes and not the entire

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package. Critical comments equate to nonconcurrency, and rationale is vital to their submission for the task they were submitted for. Major comments can result in concurrence or nonconcurrency pending rationale. Non-authoritative elements of tasks are not subject to nonconcurrency by the community. OPOCs can find a UTDT user's guide posted on JEL+ to assist with these procedures. The UC closes staffing/voting in the voting module and moves the candidate task or change request to Mid FEA once all organizations have provided input and voted. The official JS tasker is also closed. This staffing process typically takes four weeks.

d. Mid-level FEA, Adjudication, and Mid-level FEA Complete. The J-7 UC/analysts conduct Mid FEA on AO inputs to the candidate task or change request. This generally focuses on consistency and adherence to standards of recommended inputs. Following Mid FEA, the J-7 UC/analysts adjudicate AO comments and the final vote is processed. The UC will address all inputs, and critical or major comments will have priority focus during this analysis. The J-7 UJTL PM will then review the adjudication. Adjudication requires all inputs to be considered and critical/major issues to be resolved with the submitter. If these criteria are achieved, the candidate task or change request may be approved and published IAW reference a. Change requests for new tasks may be published after AO-level staffing is complete. Change requests to delete tasks will be further staffed at the planner-level. If the candidate task or change request has unresolved, contentious, or significant issues requiring a second review or needing additional community visibility, it moves on to planner-level staffing and voting. Readiness and training-related concerns may drive planner-level staffing. Alternatively, a change request may be re-staffed at the AO-level a second time if there are many and/or competing inputs to authoritative fields during AO-level staffing, especially if readiness reporting is a factor. If as the result of the AO voting, candidate task(s) or change request(s) appear to possess major issues or concerns, they may be moved back into OPOC rework.

e. Planner-Level Staffing, Input, and Vote. The planner is a military O-6 or civilian equivalent in a position to respond authoritatively for their respective command, Service, or agency. The appearance of the planner's name in the UTDT vote, official JS tasker, or returned JS Form 136 will count as planner-level staffing. The planner-level staffing is considered the final UDC vote prior to review and approval. The final input and vote on the candidate task or change request are conducted by use of the UTDT voting module. The UTDT process is the same as described for AO-level staffing, input, and vote. However, any critical or major nonconcur comments require endorsement by a general officer/flag officer (GO/FO) or Senior Executive Service (SES). OPOCs are responsible for collecting and entering comments into the UTDT voting

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module and securing organizational vote concurrence or nonconcurrence from planners in their respective commands for submission to the UC. The UC closes staffing/voting in the voting module and voting closure will move the candidate task or change request to Final FEA. The official JS tasker is also closed. This staffing process will typically take four weeks.

f. Final FEA, Adjudication, Final FEA Complete, and Approval

(1) The J-7 UC/analysts conduct Final FEA on the candidate task or change request. Final FEA is conducted as a review and final check to ensure inputs are consistent, adhere to standards, and are ready for adjudication.

(2) The results from the planner staffing will be adjudicated during Final FEA complete. IAW reference i, any critical or major comments from the planner-level voting that are the basis for a nonconcurrence on the candidate task or change request by the submitting organization require the endorsement of a voting organization GO/FO/SES and should be accompanied by specific objections and supporting rationale. Major comments do not require GO/FO/SES endorsement, unless the major comment is a nonconcur. The J-7 UC and PM will attempt to resolve critical or major nonconcur votes. As required, the Chief of Joint Education and Doctrine Division (JEDD) or DD JWD in J-7 would become involved for resolution of contentious or non-resolved comments pending involved paygrades (JEDD for O-6/GS-15 level issues; DD JWD for higher-level issues). If no agreement can be reached between staffs, the candidate task(s) or change request(s) will be placed into OPOC Rework for revision and resubmission back through the submission process. Once the candidate task or change request is determined to be acceptable, it moves on to approval.

(3) UJT Approval. The DD JWD approves candidate tasks and change requests upon UDC concurrence and resolution of AO-level and planner-level nonconcur votes, if they exist. For issues involving GO/FO/SES, the J-7 UJTL PM will coordinate with the J-7 staff and prepare formal staffing packages as required for DD JWD review and approval. DD JWD-approved candidate tasks and change requests will be added to the approved UJTL in the UTDT. Denied candidate tasks and change requests will cease processing and be moved to the UTDT archive via OPOC Dropped status.

g. Update the UTDT and JEL+ UJTL portal. The master copy of UJTs is maintained in the UTDT and kept current and available on NIPRNET at all times. The UTDT will be updated upon approval of changes IAW references a and i. Original submitters of changes in the UTDT will be automatically notified of publishing, and changed tasks are highlighted in the exported UJTL

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file posted monthly to JEL+. The UJTL is routinely exported to DRRS, JTIMS, and JLLIS to keep respective DBs updated.

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APPENDIX A TO ENCLOSURE C

UNIVERSAL JOINT TASK SUBMISSION FRONT END ANALYSIS CHECKLIST

*This checklist is for use in preparing candidate UJTs or Change Requests (new, modify, delete) for submission. All checklist items **must be checked “Yes”** prior to the OPOC submitting a new task **or modification to existing tasks** in the UTDT IAW CJCSM 3500.04 Universal Joint Task Manual.*

Overall

- ☐ **Yes / No** The task is **Joint**. A joint task is an action or process accomplished by a joint organization, under joint command and control, and is based on joint doctrine.
- ☐ **Yes / No** The task is **Universal**. The activity can be undertaken by any organization expected to perform the task without regard to service, command, type of material resources, or environment. Tasks are not created to validate a particular organization or mission and will not name specific individual units or organizations.
- ☐ **Yes / No** (New Task) The task is **required** for reporting in an organization’s **METL**. New tasks are submitted to support readiness reporting in the submitting organization’s METL because there are no existing actions within the UJTL that can be used and/or modified for use.
- ☐ **Yes / No** The task has joint doctrinal references and a specific primary reference is recommended. The identified primary reference tells the user “how” to do the task more than any other listed reference.
 - Draft publications cannot be used as references.
 - Eliminate references that do not explain “how” the task is accomplished. The number of references should be efficient to the end user and not be numerous.
- ☐ **Yes / No** The task is consistent and compliant with existing joint doctrine language and terminology IAW the “DoD Dictionary” and existing joint doctrinal publications (compliance includes the “what” of the task, terms, and acronyms).
- ☐ **Yes / No** I have checked for all similar **existing** tasks and actions in the UTDT. This includes searching published tasks (Search/Suggest) and new/modifications to existing tasks (Change Requests).
 - Search for all key words associated with/related to the task (object), even legacy terms (e.g., joint intelligence preparation of the operational environment, intelligence preparation of the battlespace, intelligence).
 - If there is a similar task or duplicate (including at different LOWs), use the existing task. If insufficient, modify the existing task to achieve greater universality. Tasks at different LOWs should describe significantly different actions (e.g., “provide” vs. “perform”).
 - For all modification to existing tasks, all change requests must meet UJTL standards prior to submission.

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- ☐ **Yes / No** The task is appropriate for its indicated LOW. Does the action verb used make sense at its LOW? See “Suggested Verbs by Level of Warfare” within CJCSM 3500.04 Series.
- ☐ **Yes / No** The task is designated in the correct functional category:
 - 1 - Deployment and Redeployment
 - 2 - Intelligence
 - 3 - Employment of Forces
 - 4 - Sustainment
 - 5 - Command and Control
 - 6 - Mobilization/Force Protection
 - 7 - Force Development/Readiness/Counter-Chemical, Biological, Radiological, Nuclear, and Explosives
 - 8 - Multinational/Interagency
 - 9 - Chemical, Biological, Radiological, Nuclear, and Explosives Deterrence
- ☐ **Yes / No** Acronyms/abbreviations are spelled out and enclosed by parentheses at least once in **each** field: title, description, note/background, and measures (e.g., “Search and Rescue (SAR)”).

Task Title & Description

- ☐ **Yes / No** The task title contains just **one** verb and **one** object—**no more**. Descriptive adjectives may be permissible if they are part of the object (term) in DoD Dictionary **and** the task would lose the correct meaning if the adjective is not included (e.g., Conduct Humanitarian Assistance vs Conduct Assistance).
- ☐ **Yes / No** The task title/description references **just the “what”** of the task and **not** the why, when, where, how, or who.
 - The task will not specify means and/or resources used to accomplish the task.
 - The task will not specify where the joint activity will take place (e.g., Joint Operations Area, Theater, etc.). These are joint conditions applied after the task is selected.
- ☐ **Yes / No** The task is a single broad action (**not an operation or mission** that consists of several activities/actions).
- ☐ **Yes / No** The task description only describes one broad action or activity. The task description should not describe several actions in which various capabilities within time and space would be applied.

Notes/Background

- ☐ **Yes / No** I did not reference other tasks within the UJTL due to its dynamic nature (e.g., “Task is related to OP X.X.”).
- ☐ **Yes / No** The task note/background adds value to the task.
- ☐ **Yes / No** The task note/background is not prescriptive or directive in nature. Use non-directive words (e.g., “This task may include the use of...”).

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Measures

- ☐ **Yes / No** Are measures quantifiable or qualitative? If not, are they able to be edited to be more quantifiable? (e.g., changing the Scale “Yes/No” to “Ratio”)?
- ☐ **Yes / No** The task has at least three measures.
- ☐ **Yes / No** Each measure is a single measurement.
- ☐ **Yes / No** Measures reflect outputs or results of performance of the subject task (rather than an entire operation or characterization of a capability).
- ☐ **Yes / No** Measures **avoid** dependence on one another or prioritization. Measures **do not** act as process steps in a checklist of what must be done to accomplish the task.

UTDT Submission

- ☐ **Yes / No** (New Task) I have checked to make sure there are no similar tasks or actions within the UJTL.
- ☐ **Yes / No** I have checked to make sure that this task or the number is not already in another UTDT Change Request status.
- ☐ **Yes / No** Justification is submitted with the task. Provide the requirement and/or reason for the change request (e.g., requirement for the METL, no existing task in the UJTL, etc.).
- ☐ **Yes / No** Existing (published) task is selected for modification from the UTDT database (select “modify”): **Text is not** removed from published task but rather, modification tools are used to show new text added (blue underline) and recommended deletion of existing text (~~red line-out~~)
- ☐ **Yes / No** (Modification to existing task). I have reviewed and edited the entire task IAW the above standards prior to submission.
- ☐ **Yes / No** I have checked UTDT for the status of my request’s progress and the Recommendations in the “UJTL Program Comments” field.

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Appendix A
Enclosure C

ENCLOSURE D

MEASURES AND STANDARDS

1. Introduction. This enclosure discusses the terminology related to the UJTL during JMETL development—specifically measures, scales, and criteria. It describes how commands use the UJTL’s example measures to create unique standards and criteria for their JMETs/METs in support of planning, readiness, and training. Commanders/directors and their staffs establish tailored MET standards to indicate the performance of a given task required to achieve mission objectives. To enable organizational learning and assessment, the measures and scale in the UJTL DB are provided as a guide for commanders/directors and their staffs to establish standards of performance based on their assigned missions; they may also prepare their own. Standards, measures, and criteria provide a common language for JFCs, operations planners, and trainers as they synchronize plans, training, and assessments. They are also useful to analysts and planners for understanding and integrating joint operations. JMETL measures are often similar to measures of performance. For further information on measures and assessment, see reference j.

2. Definition of Standards. Standards are defined as “quantitative or qualitative measures and criteria for specifying the levels of performance of a task.” A standard provides a way of expressing the acceptable proficiency that a joint organization or force must perform under a specified set of conditions. A standard consists of one or more measures for a task and a criterion identified for each measure. In an assessment context, a standard is an indicator that implies the condition, state, or existence of something, and provides a reliable means to ascertain performance of its related task.

a. Measures. A measure provides the basis for describing varying levels of joint task performance and is part of a standard. A measure is directly related to a task. For example, take the task ST 1.1.3, “Conduct Intratheater Deployment,” which refers to the deployment of personnel and equipment within a theater of operation. Measures of performance for this task include the percent of cargo requested that was delivered, and the percent of force moved by means designated in the commander’s time-phased force and deployment data. Measures consist of a scale and a description/nomenclature. Scale is a generic identifier (e.g., time, percent) that corresponds with the example measure within the UJT.

b. Criteria. The second parameter of a standard is the criterion. A criterion defines variable levels of performance. It is often expressed as a

minimum acceptable level of performance. A criterion (e.g., less than 2 hours, greater than 90 percent) is applied by an organization to a UJT example measure or a specifically tailored measure to indicate the expected performance of a given task. The standard for a task comprises the combination of the measure and the criterion. Figure 3 shows an example of a task, relevant conditions drawn from the Joint Conditions List, and the standards derived from measures and criteria for the processing of personnel during a noncombatant evacuation operations scenario.

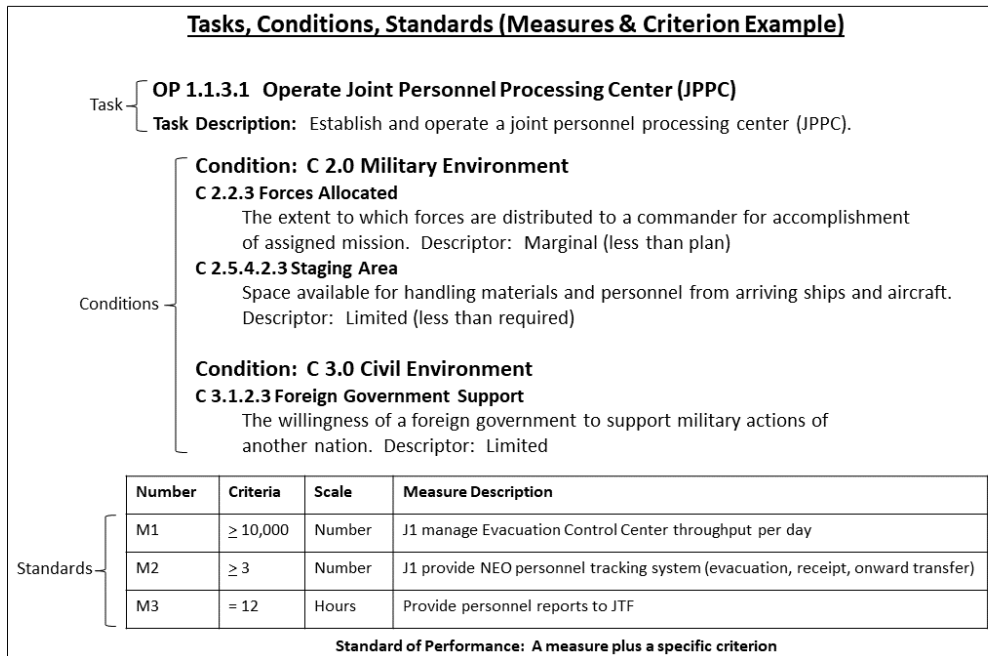


Figure 3. Task, Conditions, and Standards Example

3. Use of Measures and Criteria. The UJTL provides sample measures and criteria, but their use is not mandatory. They may be used, in whole or in part, at the discretion of the commander. They are loaded into DRRS for selection or editing. Independent measures, separate from the UJTL, may be developed and/or combined with UJTL measures within DRRS. A command can then apply standards and conditions to tailor the measures to command needs. Figure 3 shows a scenario for use. UJTL measures are non-authoritative because they serve only as examples.

4. Development of Measures and Criteria. The following guidelines are used to develop and recommend official changes to existing UJTL task measures for possible future use by commands. Proposed changes to measures are

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submitted IAW the task submission process described in Enclosure C (OPOC submission using the UTDT).

a. Keep measures simple. A simple measure requires only a single measurement (e.g., hours to develop an operation order). These measures may be the easiest for planners and operators to understand. A more complex measure might involve a ratio (e.g., ratio of enemy targets destroyed to friendly losses). Such complex measures, while attempting to be more meaningful, tend to reflect contributions of more than one task (e.g., number of targets destroyed is related to engaging enemy targets while friendly losses are related to protecting friendly forces and systems).

b. Measures and criteria should reflect an understanding of a task. Carefully read the task description and note/background (if developed) to understand the scope of the task and what activities it comprises. Often, cues for possible measures can be found in joint doctrine for a particular task. The references for a task may assist with this.

c. Measures should reflect how a task contributes to mission success. Measures are selected to establish standards based on the context of a mission. The mission establishes the requirement to perform a task and provides the context for task performance (including the conditions under which a task must be performed). It determines where and when a task must be performed (one or more locations). Finally, it determines the degree to which a task must be performed (implied in the concept of the operation) and provides a way to understand precisely how the performance of a task contributes to mission success.

d. Measures should reflect the key dimensions of task performance. Every task has multiple dimensions of performance that may be observed. The generic scale identified within the UJTL, if the measure is selected within the JMETL, will lead a commander to specify an acceptable level of performance for each dimension (criteria). At a minimum, most tasks can be measured in terms of the time required to initiate or to complete a task (i.e., response time), the rate at which progress is being made (e.g., rate of movement), an overall level of completion or success (e.g., percent of targets correctly identified, hit rate), size of deviation (e.g., proximity of fires to target) in terms of power (e.g., engagement range), lethality (e.g., rate of kills given a hit), or success (e.g., percent of messages accurately transmitted). Key dimensions of task performance should be found in the commander's guidance and concept of operations and may also be found in plans, orders, standard operating procedures, etc.

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e. Measures should be developed that distinguish among multiple levels of performance (as opposed to a binary Yes/No measure). This can be accomplished most easily using either an absolute numerical scale (e.g., applicable to number, time, or distance) or a relative scale (e.g., proportion of number, time, or distance). This allows measuring and establishing trends, which binary measures do not. If binary Yes/No criteria must be used, the measure will be written as a question.

f. Measures should focus on the outputs, results of performance, or on the process to achieve the task. In identifying dimensions of task performance, focus on the outputs or results of performance and, in selected cases, the process followed (e.g., number or percentage of sub-steps performed correctly or in the correct sequence). The dimensions of task performance should not be peculiar to a specific means for performing a task; rather, they should apply to all means that can be employed to perform a task (e.g., “Number of targets destroyed” vs. “Number of targets destroyed from the air.”)

g. Existing and candidate (new) tasks must have a minimum of three measures. There is no maximum amount of measures, although it is recommended no more than ten are submitted to provide samples of task performance.

h. The measures for each UJT are listed under that task and are numbered sequentially beginning with M1, M2, etc. Measures are not listed in order of precedence or importance. Measures should not be prioritized or dependent on one another for mission success. Measures should not be hierarchical (e.g., measure 1 has to be determined before measure 2) or process-oriented (e.g., if outcome of measure 1 is true/false, then measure 2). Commanders/directors always have the authority to designate hierarchical or process-oriented structures for measures they choose for their particular tasks. The sample measures in the UJTL are intended to be adapted for each organization’s specific needs.

5. Setting Standards. The standard for a JMET is set within the framework of the organization’s mission and in the context of the conditions in DRRS, either most likely or worst case, that are linked to those missions. Thus, the standard(s) for a joint task can only be set when the mission analysis is complete, the conditions affecting the task have been identified and described, and measures and criteria have been selected or developed that reflect the task contribution to mission accomplishment. This means that standards are tied to missions. Just because a joint task has a particular standard on one mission does not mean that the same standard will apply to other missions.

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a. Each joint task has a standard with one or more measures. A standard can be set using any measure(s) that apply to a task. In some situations, one measure may be sufficient. However, in most situations, a commander may have to specify a standard using more than one measure to fully define a required level of performance.

b. A standard for a single joint task does not normally have to be met by a single joint force component. In many cases in joint operations, several elements of the force (system types, component commands, and coalition members) will be assigned responsibility for a joint task. Therefore, the assessment of performance will often reflect the aggregated capabilities of multiple force elements.

c. Joint task standards reflect the joint commander's understanding of required capabilities based on their assigned missions (and the associated concept of operations) and the conditions likely to be experienced in carrying out that mission. Joint task standards also should be established with cognizance of friendly force capabilities (i.e., do not expect a division to be as capable as a corps or a single ship to be as effective as a carrier strike group).

d. Joint task standards should be traceable across levels of command. A commander who has established task standards based on an analysis of assigned missions must assume some level of performance for organizations performing command-linked and supporting tasks. For example, in a strategic deployment mission, assume that a JFC has a command-linked task (i.e., needs support from outside the command) for moving forces to the theater. The supported command is responsible for establishing command-linked tasks in DRRS. Once the supporting CCDR accepts the tasks, the supported JFC is requested to provide required information from the command-linked task to the supporting CCDR. Also, a component command of the supporting CCMD must meet a performance standard on a supporting task. As a result, when each of these commands establishes its task standards for a mission, it must be aware of the relationship between its own task performance and that of the command(s) with which it operates.

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ENCLOSURE E

JOINT CONDITIONS

1. Purpose. This enclosure is the reference for the physical, military, and civil conditions that can be used to describe the operational context for selected mission tasks. The menu of joint conditions is available on the JEL+ UJTL portal (NIPRNET and SIPRNET).

2. Introduction. Joint conditions are used in the JMETL development process to express variables of the environment that affect task performance. Conditions are applied to specific tasks and not overall missions because conditions may affect tasks differently within the context of a mission. Relevant conditions affect performance of the task. If the condition does not affect how to train, organize, or equip to perform a task, it is not relevant and should not be used. For example, the political environment may limit the target sets that affect the ordnance and delivery systems required. The terrain may limit the type of combat units that can operate in the designated area. A special operations forces operation requires special training. Conditions used in a MET help establish the training environment for joint training events.

3. Development of Joint Conditions. The following guidelines should be used to develop proposed changes and additions to the Joint Conditions List.

a. Conditions are factors of the immediate environment. Conditions used in a MET are aspects of the environment immediately surrounding the performance of a task.

b. Conditions used in a MET should directly affect task performance. A condition must directly affect the ease or difficulty of performing at least one task.

c. Conditions should not be directly tied or unique to a task. They exist independently. They should be evaluated for potential influence/impact on task performance.

d. Each joint condition should have a unique, understandable name. Each should have a name that distinguishes it from every other joint condition.

e. Conditions may apply to all LOWs and all types of tasks. Some conditions may seem to apply to a particular LOW or a particular type of task (Joint vs. Service), but they are, in fact, generic.

f. Joint conditions will be placed logically as depicted in the structure shown in Figure 4. Each joint condition should be placed under either the physical environment, the military environment, or the civil environment.



Figure 4. Organization of Joint Conditions

g. Descriptors for each joint condition are divided into three or more distinct categories. Categories have been developed for each condition that distinguish among several levels at which the condition may be experienced and are based, whenever possible, on objective, quantitative criteria. There is no scale of difficulty implied in the Joint Conditions List. The degree of difficulty for a given task depends on the condition.

h. Conditions and descriptors should be written to be compatible with task/conditions/standards framework. Conditions are expressed within the framework of the phrase, “perform this task under conditions of...” Therefore, each condition and condition descriptor phrase should fit within this framework.

4. Organization of Joint Conditions List. Joint conditions are organized (see Figure 4) into three broad categories: physical, military, and civil. These conditions support any framework for describing the projected operating environment. Beneath each category, a number of related conditions are organized. For example, conditions that are organized under the physical environment include land, sea, air, space, and cyberspace. Each joint condition contained is briefly defined and is assigned a unique reference code beginning with the letter “C.” In addition, for each condition, several descriptors are provided that allow a user to specify how the condition is likely to exist in a particular mission or scenario. For example, for Joint Condition C 1.3.1, “Climate,” descriptors allow the user to specify whether the climate is

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tropical, temperate, arctic, or arid. If climate does not affect how an organization trains, organizes, or equips itself to perform a selected task, the condition is not valid and is not part of the JMETL.

5. Submission of Joint Conditions. Suggestions for new or modified joint conditions may be submitted by the OPOC to the JS J-7 UJTL UC or PM via memorandum. Changes will be applied to UTDT, JEL+ and DRRS once analyzed, reviewed, and published.

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ENCLOSURE F

REFERENCES

- a. CJCSI 3500.02 Series, “Universal Joint Task List Program”
- b. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”
- c. CJCSM 3500.03 Series, “Joint Training Manual for the Armed Forces of the United States”
- d. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- e. JROCM 057-18, 7 June 2018, “2018 Refinement of the Joint Capability Area Taxonomy and Definitions”
- f. UJTL Task Development Tool, <<https://utdt.js.mil>>
- g. JEL+; UJTL Portal, <<https://jdeis.js.mil/jdeis/index.jsp?pindex=43>> (NIPRNET) or <<https://jdeis.js.smil.mil/jdeis/index.jsp?pindex=43>> (SIPRNET)
- h. “DoD Dictionary of Military and Associated Terms”
- i. CJCSI 5711.01 Series, “Action Processing Policies and Procedures”
- j. JP 5-0, 1 December 2020, “Joint Planning”

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GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

Items marked with an asterisk () have definitions in PART II*

AO	action officer
CCDR	Combatant Commander
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CSA	Combat Support Agency
DB	database
DD JWD	Deputy Director for Joint Warfighting Development
DoD	Department of Defense
DRRS	Defense Readiness Reporting System
FEA	front-end analysis
IAW	in accordance with
JCA	joint capability area
JEDD	Joint Education and Doctrine Division
JEL+	Joint Electronic Library Plus
JFC	joint force commander
JFHQ	joint force headquarters
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JMET*	joint mission-essential task
JMETL*	joint mission-essential task list
JMT	joint mission thread
JP	joint publication
JS	Joint Staff
JTIMS	Joint Training Information Management System
JTS	Joint Training System
JTT	Joint Training Tool
LOW	level of warfare
MET*	mission-essential task
METL	mission-essential task list

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NGB	National Guard Bureau
NIPRNET	non-classified internet protocol router network
OP	operational
OPOC	organizational point of contact
PM*	Program Manager
SIPRNET	SECRET internet protocol router network
SN	strategic national
ST	strategic theater
TA	tactical-level tasks
TO	training objective
UC*	Universal Joint Task List Coordinator
UDC	Universal Joint Task List Development Community
UJT	universal joint task
UJTL	Universal Joint Task List
UTDT	Universal Joint Task List Task Development Tool

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PART II – DEFINITIONS

The following terminology is limited to the scope or activity of this publication, unless otherwise noted. A definitional entry in the glossary is not approved for general, DoD-wide use and inclusion in the “DoD Dictionary of Military and Associated Terms” (reference h) unless followed by an explanatory, parenthetical caption, e.g., “(DoD Dictionary. Source: N/A).”

capability. The ability to complete a task, perform a function, or execute a mission—under specified conditions and to specified standards of performance. (Source: JP 1, Volume 1)

command-linked tasks. Discrete activities or actions designated by a Joint Force Commander or identified by the lead federal agency that must be performed by commands and Combat Support Agencies outside the command or directive authority of the joint force if the joint force is to successfully perform its missions. Command-linked tasks are selected by the supported command or lead federal agency and are normally scheduled for training, evaluated, and assessed by the organization providing the support. (Source: CJCSI 3401.02 Series)

condition. 1. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate and may affect performance. 2. A physical or behavioral state of a system that is required for the achievement of an objective. (DoD Dictionary. Source: JP 3-0)

criterion. The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command-stated measure. (Source: CJCSI 3500.01 Series)

effect. 1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom. (DoD Dictionary. Source: JP 3-0)

essential task. A specified or implied task that an organization must perform to accomplish the mission. See also implied task; specified task. (DoD Dictionary. Source: JP 5-0)

implied task. In the context of planning, a task derived during mission analysis that an organization must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the

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higher headquarters order. See also essential task; specified task. (DoD Dictionary. Source: JP 5-0)

joint mission-essential task. A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the Universal Joint Task List in terms of task, condition, and standard. Also called JMET. (DoD Dictionary. Source: JP 3-33)

joint mission-essential task list. A list of JMETs selected by a commander to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks. Also called JMETL. (Source: CJCSM 3500.03)

Joint Staff J-7 UJTL Coordinator. When referenced in the UJT Manual, will be referred to as UJTL Coordinator (UC).

Joint Staff J-7 UJTL Program Manager. When referenced in the UJT Manual, will be referred to as UJTL Program Manager (PM).

joint task. A clearly defined action or activity specifically assigned to a unit or organization to perform a specific function and/or a capability or resource that must be done as it is imposed by an appropriate authority. Also referred to as a universal joint task (UJT).

measure. A parameter that provides the basis for describing varying levels of task performance. (Source: CJCSI 3500.01 Series)

mission-essential task. A specified or implied task an organization must perform to accomplish the mission. Defined and used as part of the Chairman's Readiness System. Also called MET; essential task. (Source: CJCS Guide 3401)

scale. A generic identifier (e.g., time, percent) that corresponds with the example measure within a UJT.

specified task. In the context of planning, a task that is specifically assigned to an organization by its higher headquarters. See also essential task; implied task. (DoD Dictionary. Source: JP 5-0)

standard. Quantitative or qualitative measures and criteria for specifying the levels of performance of a task. (Source: CJCSI 3500.01)

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supporting task. Actions of the supported command's staff, the subordinate commands, and other supporting tasks conducted by commands outside of the supported commander's chain of command. (Source: CJCS Guide 3401)

urgent task. A candidate task without which a command or agency cannot adequately report their readiness.

UTDT voting. A means of collecting comments generated during the staffing process in the UTDT voting module.

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