



JOINT KNOWLEDGE ONLINE NEWSLETTER

JS J7 DDJT Joint Knowledge Online Division

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Customer Spotlight – U.S. Space Command Planning Courses on JKO



Campaign plans are the operational extension of the commander's strategy.

Campaigning is the purposeful, unified endeavor to achieve strategic objectives. The combatant command campaign plan is a high-level plan that Combatant Commanders use to unify the efforts of the service components and staff directorates. The planner's job is to simplify problems, forge a sound path through volatile and complex environments, and provide a clear decision-making framework to guide the command through the friction and fog of war.

"Few things are more frustrating for new planners than realizing what is taught at the schoolhouse does not translate smoothly in their first assignments."

[Developing a Combatant Command Campaign Plan: Lessons Learned at US Central Command - Modern War Institute \(usma.edu\)](https://usma.edu)

To campaign effectively, the command must do three things. First, it must write a clear, coherent plan that is specific enough to give subordinate components a good idea of what they must do to help the command achieve its objectives. Second, it must deliberately execute and manage the campaign to ensure that tasks are being accomplished and synchronized. Finally, it must honestly assess the plan to determine what's working and what isn't. If executed with purpose, these three steps will generate unity of effort and momentum for the command's desired conditions.

Recently U.S. Space Command (USSPACECOM) worked with JKO to develop two training courses on this important subject of campaign planning. These courses build on doctrinal foundations to accelerate the development of planning skills in operational and strategic planners.

The USSPACECOM Campaign Planning course, SPC-US002, provides an overview of campaigning and an immersive look at USSPACECOM's approach to campaign planning. The course is intended for officers, government civilians, and contractors joining Headquarters USSPACECOM who may have little to no experience in developing operational or strategic plans or orders.

The USSPACECOM Advanced Planning Concepts course, SPC-US003, is designed to enhance the planner's ability to produce polished plans that are intuitive, sound, and easily executable by subordinate echelons. Military plans can be overly complex, ambiguous, or incoherent; and simply following a doctrinal template for plan development or adhering to the Joint Planning Process (JPP) is not a guarantee that a plan will be effective and actionable. The Advanced Planning Concepts course is intended to advise planners of common pitfalls in plan development and give them advanced techniques that allow them to more effectively apply the JPP.

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A lot in transition in July!

Be sure to check us out at <https://www.jcs.mil/JKO/> as we highlight support for military transitions.

Did You Know?

U.S. Space Command was established in 1985 as a combatant command headquartered in Colorado Springs, Colorado and later disestablished in 2002. Also in 2002, U.S. Strategic Command and U.S. Northern Command were created. In 2019 U.S. Space Command was reestablished as a stand-alone combatant command.

EJPME Student Spotlight

The [EJPME](#) Spotlight series recognizes and profiles current and former students serving in the joint interagency, intergovernmental, multinational (JIIM) environment or in named joint operations and exercises. This series aims to share EJPME student or alumni experiences to inspire current students and provide an example for others to emulate.

Our current distinguished alumni, **Chief Master Sergeant Tina R. Timmerman, U.S. Space Force, command senior enlisted leader (CSEL), National Reconnaissance Office (NRO)**, provides insights about the impact of EJPME on her career path.

What joint experiences have you had?

My first joint experience was at Missile Warning Center at Cheyenne Mountain as part of the first U.S. Space Command (USSPACECOM).¹ I was deployed from February 2009-February 2010 at the 609th Air Operations Center in Al Udeid, Qatar as the superintendent of special technical operations, U.S. Central Command. I was then stationed in Combat Operations Division at the 613th Air Operations Center in the Missile Warning Center at Joint Base Pearl Harbor-Hickam. From 2018-2020 I was the CSEL of Joint Task Force (JTF) Space Defense which stood-up in 2019 in response and creation of USSSPACECOM as the newest Combatant Command (CCMD). These experiences prepared me for my current position at the NRO.

How has EJPME impacted your experiences in a joint environment?

EJPME was a must for most of my assignments and opportunities to serve throughout my career. EJPME is the foundational education to understand service centric lexicons, culture, and how the services interact with each other. It provided me the insight I needed to create operational teams to get after the mission in front of me. Knowing who to ask and where to go for task execution is key to success. No mission is successful if you don't have a common language for communication. EJPME is where you start.

Tell us about an experience you've had where your EJPME knowledge came into play.

When I had the privilege of working at Joint Task Force (JTF) Space Defense, the unit started as a tri-agency operations center known as the National Space Defense Center, created to support the space protect and defend mission. With the stand-up of USSPACECOM, it was recognized that a JTF was going to be needed to help drive the mission forward. If I would not have had the opportunity to finish online EJPME I & II along with in-person JPME II at the Joint Forces Staff College (JFSC), then I would not have had the insight and education to advise senior leaders on mission direction and joint unit organizational design. The Joint and Combined Warfighting School (JCWS)(JPME II)² provided me the advanced education to maneuver through this challenge to organize a unit to prepare for the warfighting space domain as directed through the National Security Strategy, National Defense Strategy, and National Military Strategy to ensure the protection of our homeland.

What is the most important thing you've learned about joint operations?

The most important thing I have learned about joint operations is that each service is responsible for being the lead for their domain and being charged with providing the needed integration to the overall plan. Each service brings their military domain superiority to the table when called upon to execute our nation's wars and peacetime operations. A war is not fought by a single service alone, each service has their piece of the plan. Joint integration is a must to maintain our nation's advantage as the dominate world leader in military operations.

What do you feel is the most important subject for future joint leaders to know?

Tomorrow's joint leaders are only going to be better if we are open to all. I'm a huge advocate for diversity, inclusion, and equity groups. I'm the senior enlisted champion for the U.S. Space Force Women's Initiative Team. To build stronger mission and operations teams, and advance beyond our adversaries' capabilities, we must have a myriad of voices on the team. Various backgrounds provide different insights which lead to innovation and better problem-solving solutions.

What advice do you have for current students?

All forms of education will serve you to be a better, well-rounded leader. Education is something no one can take from you. Whether you serve four years or 30 years, to be an operationally relevant leader with a voice to advise and influence senior leaders on mission plans, people and resources, it starts with EJPME. Take advantage of the opportunities given to you, not just through EJPME, but through service specific or other joint schools.



Cmsg_timmerman_SSFB town_hall_2302
"CMSgt Timmerman taking questions during an Aerospace Data Facility - Colorado Town Hall"

Working Together to Extend Virtual Training for Joint Lessons Learned



Earlier this year the Joint Staff J-7, Joint Lessons Learned Division worked with JKO to develop the Joint Lessons Learned Information System (JLLIS) JKO Virtual Classroom (VCLASS) to coincide with the release of their next generation JLLIS. The VCLASS provides JLLIS users with an asynchronous, self-paced, user-friendly, and flexible course featuring detailed instruction and video capture for each major system capability.

The virtual classroom style training increases the access and opportunity to all JLLIS users across the globe and saves cost of travel, either to attend classroom training or for mobile training teams to travel to onsite locations. The comprehensive training modules increase user understanding and adoption of the new system and its capabilities.

JLLIS is the DOD system of record for the Chairman's Joint Lessons Learned Program (JLLP). It provides a standard tool for discovery, validation, resolution, evaluation and dissemination of lessons learned data from operations, events, exercises and other activities, and is necessary to implement the JLLP and support the joint force. It is used by lessons learned organizations and programs from OSD, the Joint Staff, Services, Combatant Commands, combat support agencies (CSAs), National Guard Bureau (NGB), US government, interagency and coalition community.

The JLLP is a knowledge management and continuous improvement program that supports organizational learning. The program's primary objective is to enhance joint force readiness and effectiveness, and contribute to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy across the joint force.

Members of the JLLP community of practice and other organizations participating in JLLP activities, collaboratively exchange information (e.g., observations, best practices, issues, and recommendations) and use the JLLIS to the maximum extent possible. Effective information exchange contributes to the improvement of globally integrated operations within the DOD, and unity of effort with other government departments and agencies, non-governmental organizations, and allies and partners.

Since its launch in April, the JLLIS VCLASS site has had over 890 visits from over 220 unique students. We asked the JLLIS Instructional Designer about their experience in using VCLASS to set up the training and were told that the development was easy, is not labor intensive, and is a cost-effective solution because it is easy to maintain. JKO is proud to serve this critical joint force multiplying initiative!

EJPME Student Spotlight (cont'd)

What's next for you?

I'm dedicated to influencing the development of the U.S. Space Force. The sixth service is three years old and building the next generation of military members to deliver space superiority in a contested and congested environment is imperative. The U.S. military faces real peer adversarial threats from China and Russia. As the command senior enlisted leader of an Intelligence agency staffed with DOD assets, training, caring, and feeding our members is one of my highest priorities.

What would we be surprised to learn about you?

I grew up in Rapid City, South Dakota. Before leaving for basic training, I was employed at a cement plant doing various types of maintenance work. This led to me being hired to load semi-trucks with bulk cement. It was a fun job, and I was grateful for the opportunity.

Is there anything else you'd like to share?

I'm extremely humbled that you have allowed me to share my thoughts and experiences of my military career with the students and users of the JKO website.

New Courses on JKO

USSPACECOM Advanced
Planning Concepts
SPC-US003

Micro training: Healthcare and
Human Trafficking
J3TA-US1329-A

Toolkit: Healthcare and Human
Trafficking
J3TA-US1329-B

Ballistic Missile Defense
Fundamentals
J3OP-PR122

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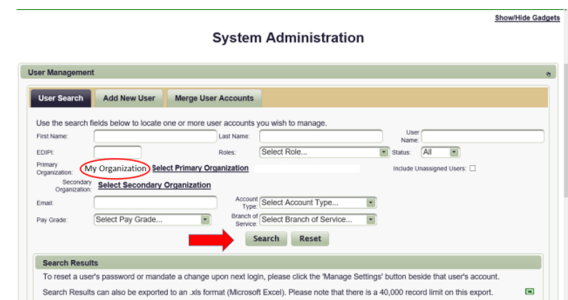
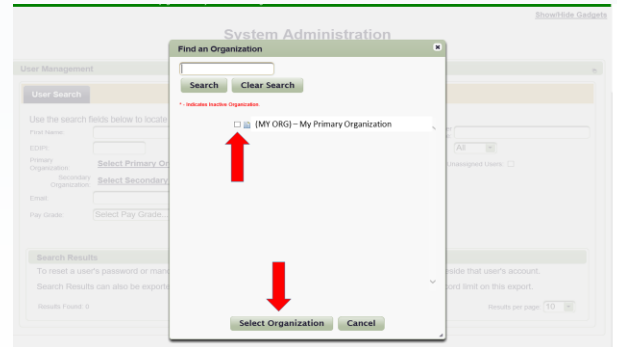


Tips for the Training Coordinator

The first job facing the new Training Coordinator (TC) is getting their organization's members in the correct **primary organization**. This is a fundamental, and ongoing task, to ensure accurate course assignment, training, and reporting. The **user management gadget**, located **under the system administration** tab allows the training coordinator to employ the **user search** function to view their members identified by the JKO learning management system (LMS).

How to Create a Roster to Easily Identify JKO Users within your Organization.

1. **Uncheck include unassigned users box**, located on the right center of the User Search function.
2. **Click select primary organization**. This will open the find an organization_search box (image 2) with the TC's primary and any subordinate organizations shown.
3. **Check the box (or boxes)** adjacent to the organization you'd like to search.
4. **Click the select organization button** at the bottom of the search box.
5. The TC is now returned to the user search function with the selected organizations showing next to select primary organization. Finally, **click search** in the bottom center.



The resulting report will display a member count along with an alphabetized listing of all identified members. The report can be exported to an Excel spreadsheet by clicking the small green Excel icon on the upper-right of the report. Cross referencing this report with an organizational roster will allow the TC to update their organization by adding or deleting members as appropriate. All edits made to the on-screen report will be reflected throughout the LMS, and equally important Report Builder.

Search Results can also be exported to an xls format (Microsoft Excel). Please note that there is a 40,000 record limit on this export.

Results per page: 10

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Settings	Name	User Name	EDIP	Primary Organization	Role	Status
ALPHA, JON	Login As User	1234567890	1234567890	123rd Air Operations Group Joint Task Force	Student	Active
	View Desktop					
BRAVO, DAVID	Login As User	1234567890	1234567890	123rd Air Operations Group Joint Task Force	Training Coordinator	Active
	View Desktop					
CHARLIE, JOHN	Login As User	1234567890	1234567890	123rd Air Operations Group Joint Task Force	Student	Active
	View Desktop					
DELTA, DAWN ELLEN	Login As User	1234567890	1234567890	123rd Air Operations Group Joint Task Force	Student	Active
	View Desktop					
ECHO, ELIZABETH BENET	Login As User	1234567890	1234567890	123rd Air Operations Group Joint Task Force	Student	Active
	View Desktop					

The TC now has a display of the organization's members. From this report TCs can login as user to edit a profile and view a user's desktop to review training and download certificates, without the necessity of searching for individual member's accounts.

Learn more – TC User Guide – User Management Gadget pages 43-49. The TC guide is viewable by clicking Help inside JKO or on the web at www.jcs.mil/JKO/Get-Help-Contact-JKO/.