



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-3  
DISTRIBUTION: A, B, C, S

CJCSI 3265.01A  
21 October 2013

## COMMAND AND CONTROL GOVERNANCE AND MANAGEMENT

References: See Enclosure C

1. Purpose. This instruction applies only to Joint, non-nuclear, command and control (C2) and:

a. Establishes responsibilities for the Joint Staff (JS), Services, Combatant Commands (CCMDs), and other activities regarding C2.

b. Defines a governance and management structure to support and inform execution of CJCS responsibilities for C2 capabilities assigned in policy and statute.

c. Identifies the interfaces of the Joint Staff and warfighters with the broader DOD C2 Governance and Management structure that supports integration of requirements, resources, and acquisition.

2. Cancellation. CJCSI 3265.01, Command and Control Governance and Management, 22 September 2008 is canceled.

3. Applicability. This instruction applies to the CCMDs, Joint Staff, Services, and DOD agencies.

4. Policy

a. The CJCS provides direction, advice, assessments, and recommendations on C2 capability needs, non-materiel and materiel development, and functional management to support C2 requirements of the President/Secretary of Defense, CCMDs, Joint Staff, Service headquarters, joint task forces and components, and DOD agencies. The management and governance structure established in this instruction will, in support of CJCS responsibilities:

(1) Provide a common forum for stakeholders to provide advice and assessments on overall C2 capability needs.

(2) Provide a means to address immediate warfighter C2 needs in support of current operations.

(3) Support the required cross-integration of the Department's three primary processes –requirements, resources, and acquisition that enable capability development.

(4) Provide for formal collaboration between the operational community, C2 capability developers, and material developers to ensure developed products meet C2 capability needs.

b. As the senior representative of the operational community, the Director for Operations (DJ-3) is the principal advisor to the Chairman on operational matters and serves as the operational sponsor, warfighter advocate, and JS Office of Primary Responsibility (OPR) for C2 policy and process matters.

c. As the principal advisor to the Chairman on C2 requirements, capabilities and integration, the Director for Command, Control, Communications, Computers, and Cyber (DJ-6) serves as the capability sponsor and JS OPR for C2 requirements and capability development matters.

d. The teaming approach of the JS J-3 as the operational sponsor and JS J-6 as the capability sponsor provides the operational community the requisite focus, responsiveness, and agility to identify and prioritize needs, and guide development and delivery of C2 capabilities when and where required.

e. This instruction does not infringe on the existing statutory authorities as identified in reference a.

## 5. Definitions

Command and Control (C2) - The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. C2 functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2. (JP 1)

6. Responsibilities. Enclosure A describes the Joint Staff and warfighter C2 governance and management structure in terms of organizations, responsibilities, and forums; Enclosure B describes how this structure relates

with the Department's broader requirements, resource, acquisition, and integration structures.

7. Summary of Changes. Changes in this instruction depict and clarify certain relationships, roles, and responsibilities within the C2 structure. Changes include:

a. Supersedes CJCSI 3265.01 to reflect realignment of United States Joint Forces Command, J8 roles and responsibilities to JS J-6 Director, Command, Control, Communications, and Computers (C4) and Cyber as a result of reference b.

b. Reflects the cancellation of the former Net-Enabled Command Capability program including deletion of the Federated Development and Certification Environment.

c. Aligns the responsibilities for lead C2 organizations reflecting changes to the C2 governance and management structure to include deletion of the C2 Senior Warfighter's Forum and the Configuration Management and Synchronization Board, renaming the C2 Review Board as the C2 Executive Steering Council (ESC), and reorganization of the C2 Working Groups (WGs).

d. Reflects the results and recommendations of the Joint C2 Analysis of Alternatives.

8. Releasability. This directive is approved for public release; distribution is unlimited. DOD Components (to include the CCMDs), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at:  
<[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives)>.

9. Effective Date. This instruction is effective upon receipt.

  
DAVID L. GOLDFEIN, Lt Gen, USAF  
Director, Joint Staff

Enclosures:

- A - Responsibilities
- B - C2 Governance and Management Organizations
- C - References
- GL - Glossary

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TABLE OF CONTENTS

	Page
ENCLOSURE A - RESPONSIBILITIES .....	A-1
Chairman of the Joint Chiefs of Staff .....	A-1
Office of Primary Responsibility .....	A-1
Governance and Management Structure .....	A-1
Joint Staff and Warfighter Interface Forums .....	A-1
The Operations Deputies (OPSDEPS) .....	A-1
The C2 Executive Steering Council (ESC).....	A-1
The C2 Council of Colonels (CoC).....	A-2
J-33 National and Nuclear Command, Control, and Communications (N2C3).....	A-4
J-6 Combat Capability Developer (CCD).....	A-4
C2 Working Groups (WG) .....	A-6
Working Groups -- General Responsibilities.....	A-8
Joint Staff .....	A-9
Combatant Commands (CCMDs) .....	A-15
Military Services.....	A-15
Chief, National Guard Bureau .....	A-16
Defense Information System Agency (DISA).....	A-17
Other Defense Agencies .....	A-18
APPENDIX A .....	A-A-1
APPENDIX B.....	A-B-1
ENCLOSURE B - C2 GOVERNANCE AND MANAGEMENT ORGANIZATIONS .....	B-1
Integration with Requirements, Resource and Acquisition and Integration .....	B-2
Requirements .....	B-2
Acquisition .....	B-2
Resources.....	B-4
Integration with other Key Department Forums .....	B-4
ENCLOSURE C - REFERENCES.....	C-1
GLOSSARY – ABBREVIATION AND ACRONYMS .....	GL-1
LIST OF FIGURES	
Figure 1 - Joint Staff and Warfighter C2 Interface Structure.....	A-A-1
Figure 2 - C2 Governance and Management Organizations.....	B-1

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## ENCLOSURE A

### RESPONSIBILITIES

1. Chairman of the Joint Chiefs of Staff. The Chairman serves as the principal military advisor for DOD C2 and is responsible for providing advice and assessments to the President, National Security Council, and the Secretary of Defense on DOD C2 capability needs. CJCS policy guidance is transmitted to the Director, Joint Staff for implementation.

2. Office of Primary Responsibility (OPR). The DJ-3 is the JS OPR for C2 and this instruction.

3. Governance and Management Structure. The C2 governance and management structure established in this instruction provides operational community input to support cross-integration through interface with the Department's three primary processes – requirements, resources, and acquisition. Appendix A to Enclosure A, Figure 1, depicts the Joint Staff and warfighter C2 interface forums; Enclosure B, Figure 2, depicts the interfaces with the requirements, resources, and acquisition structure.

#### 4. Joint Staff and Warfighter Interface Forums

- a. The Operations Deputies (OPSDEPS).
- b. The C2 Executive Steering Council (ESC).
- c. The C2 Council of Colonels (CoC).
- d. The C2 Working Groups (WG).

5. The Operations Deputies (OPSDEPS). Each Service Chief and the Chief National Guard Bureau (NGB) appoints an operations deputy who works with the Director, Joint Staff, to form the subsidiary body known as the OPSDEPS. The OPSDEPS assist in resolving matters that do not require JCS attention. C2 matters not resolved at the C2 ESC may be forwarded to the OPSDEPS under policies prescribed by reference c.

6. The C2 Executive Steering Council (ESC). The C2 ESC reviews C2 operational and policy issues, endorses operational priorities, and executes those actions consistent with the current approved development and implementation plans. The board meets virtually on an annual basis, and as directed by the chairperson. Decisions can also be made via electronic means, e.g., DCO sessions, email, staffing packages, etc.

a. Composition of the Board. The C2 ESC is chaired by the JS J-33 Deputy Director Nuclear, Homeland Defense, and Current Operations. Members of the board consist of flag officer/general officer/senior executive service (FO/GO/SES)-level operational representatives from CCMDs, Services, NGB, JS J-6 Deputy Director, Command and Control Integration, the chairs from the C2 WGs, and the Combat Capability Developer (CCD) Division. Other DOD activities are invited to attend as appropriate to the agenda. The JS J-33 National and Nuclear Command, Control, and Communications (N2C3) Division acts as Secretariat for the C2 ESC.

b. Responsibilities. The C2 ESC provides necessary operational policy and process guidance, and utilizes the C2 CoC for implementation of this guidance. The C2 ESC:

(1) Endorses C2 operational priorities captured in the annual Requirements Prioritization and Sequence Plan (RPSP).

(2) Endorses data exposure schedules of supporting C2 authoritative data sources.

(3) Endorses Operational Impact and Risk Assessments identifying areas of risk to warfighter operational mission capability.

(4) Endorses operational fielding, and capability retirement/sunset recommendations.

(5) Provides implementation plans advice and recommendations to the appropriate C2-related acquisition forum.

(6) Provides direction to the C2 WGs for operational and policy recommendations through the C2 CoC.

(7) Endorses C2 CoC operational policy and process recommendations.

(8) Directs, as necessary, the creation of ad hoc action officer WGs with 05-06/GS14-GS15 involvement as required. The ad hoc WGs examine issues falling outside the purview of the established WGs.

(9) Provides feedback to the C2 WGs on senior forum recommendations and decisions.

7. The C2 Council of Colonels (CoC). The C2 CoC endorses capability needs, requirements, and operational priorities, resolves Joint C2 capability issues (e.g., interoperability, integration, implementation, fielding) and serves as an integral venue within the sustainment and modernization planning process.

The C2 CoC meets virtually approximately every 60 days, and as required. Issues unable to be resolved at the CoC will be forwarded to the C2 ESC, or other appropriate forum when required.

a. Composition of the C2 CoC. The C2 CoC is a Joint Staff, CCMD/Service/NGB/Agency and OSD O-6 level operational forum with multi-national participation, co-chaired by the JS J-33 N2C3 Division and the JS J-6 CCD Division. The CCD Division acts as Secretariat for the C2 CoC. This teaming approach provides the community the requisite focus, responsiveness and agility to identify capability needs to inform development and delivery of C2 capability when and where required. The C2 CoC includes participation by the acquisition and testing community in advisory roles. Other participants, as designated by the chairs or other C2 CoC members, may attend C2 CoC meetings to provide technical support and assistance.

b. Responsibilities

(1) Endorses C2 operational priorities.

(2) Recommends C2 capability needs and requirements priority/sequencing and schedule/content allocation to the Joint Capabilities Board (JCB) (Joint Requirements Oversight Council (JROC) as required) via the C4/Cyber Functional Capabilities Board (FCB).

(3) Endorses data exposure schedules and change requests of supporting C2 authoritative data sources.

(4) Endorses Operational Impact and Risk Assessments identifying areas of risk to warfighter operational mission capability.

(5) Directs C2 WGs to determine, as necessary, operational priorities and research capability needs/requirements issues, and provide recommendations, as needed.

(6) Leverages C2 WGs to synchronize and coordinate operational subject matter expert (SME) support for capability development: capability needs development and prioritization, materiel and non-materiel development, analysis and assessments, fielding and sustainment across the capability lifecycle.

(7) Provides requirements articulation and decomposition, and development and implementation plans information and recommendations to the Joint C2 Program Manager-Chief Engineer Steering Group (PM-CESG).

(8) Provides operational fielding, and capability retirement/sunset recommendations, as needed.

(9) Resolves fielded capability issues as appropriate.

(10) In conjunction with the WGs, refine and verify C2 capability needs presented in the Net-Enabled Requirements Identification Database (NRID) prior to prioritization recommendations and endorsement by the C2 ESC.

8. J-33 National and Nuclear Command, Control, and Communications (N2C3). J-33 N2C3 Division serving as the operational sponsor and warfighter advocate on behalf of the DJ3 will monitor day to day activities and direct immediate support from the Joint Staff Support Center, the Defense Information Systems Agency (DISA) PEO, and others as necessary to maintain and sustain the C2 Systems during current operations and crisis action planning and execution. The J-33 N2C3 Division will validate all Global Command and Control System-Joint (GCCS-J) priority one and two problem reports in coordination with J-6 CCD, and direct immediate resolution as needed.

9. J-6 Combat Capability Developer (CCD). The CCD Division has been delegated by JS J-6 as the lead organization responsible for Joint C2 requirements management and governance, to include requirements identification, development, prioritization, and integration, and to perform capability sponsorship responsibilities. The CCD division solicits active participation (on-site and reach back) with Joint Staff, CCMDs, Services, NGB, Agencies, OSD, and multi-national partners.

a. Responsibilities

(1) Executes capability sponsorship (GCCS-J), GCCS Family of Systems (FoS), and Joint C2 capabilities/family of programs (FoP)) and capability development responsibilities. Per JROC delegation, the CCD executes non-Key Performance Parameter requirements approval authority.

(2) Maintains the NRID and Decision Support Tool (DST) as capability needs collection and analysis tools.

(3) Leverages C2 WGs as prime operational C2 capability SMEs in addition to other CCMDs and Service warfighters to execute the CCD's mission of requirements development and management, and end-to-end capability development with materiel developers and providers.

(4) Coordinates with the JS J-3, JS J-5, and J-7 to address functional and technical C2 training as it relates to joint doctrine, training and joint force development.

(5) Coordinates with multi-national and mission partners to identify common C2 requirements and priorities and identify ongoing and planned

partner materiel and non-materiel efforts to address similar/common needs and capability gaps.

(6) Chairs the Capability Needs WG and co-chairs the C2 CoC, the Joint Air Interoperability WG (JAIWG) and the Joint Execution Mission Management (JEMM) WG and provides representatives to the C2 WGs per paragraph 10 to ensure cross-WG doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) integration.

(7) Provides updates as required on status, initiatives, and the way ahead to all WGs at each WG meeting.

(8) Identifies, develops, coordinates, and synchronizes, in collaboration with Component capability developers and materiel developers, sustainment and modernization requirements decomposition and definition as required to support system analysis, programming, development, testing, certification, and fielding of joint C2 capabilities. In accordance with reference d, and JROC direction, collaboratively develops and coordinates appropriate requirements documentation, to include Initial Capabilities Documents, Capability Development Documents, Capability Definition Packages (CDP)/Requirements Definition Packages and Capability Packages (CP)/Capability Drops.

(9) Generates and maintains, per JCB direction, the RPSP (encompassing sustainment and modernization requirements) on an annual basis, in coordination with the CCMDs, Services and Joint Staff, as the warfighter's operational priorities demand signal for required capability needs. This living plan aligns JROC-validated capability needs across and beyond the Future Years Defense Program and enables the agility and responsiveness to adjust needs and sequencing based upon warfighter prioritization. The plan is the operational community's input (demand signal) to the continual collaborative Sustainment and Modernization Plan / Plan Build process with materiel developers, which determines the content of, and schedule for, fiscal year (FY) capability releases.

(10) Based on operational priorities and initial Plan/Build solution development, solicits funding estimates for prioritized capabilities from materiel developers. Leveraging resource estimates, develops resource-informed recommended distribution of resources to support development of capabilities based on operational priorities; provide recommendations to the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L)) for distribution of allocated funds.

(11) Conducts, per JROC direction, annual Operational Impact and Risk Assessments to identify areas of risk to warfighter operational mission capability due to degradation of currently deployed C2 capabilities and

potential deficiencies in follow-on capabilities, and recommend mitigation strategies.

(12) Provides continual hands-on engagement with materiel capability developers to ensure requirements understanding and traceability.

(13) Provides JS J-6 and capability sponsor representative to the C2 ESC to address operational requirements and priorities, and capability development and lifecycle issues.

(14) Provides capability sponsor representative to the Joint C2 PM-CESG to address operational requirements and capability needs issues.

(15) Provides capability sponsor representative to Department acquisition forums to address operational requirements and capability needs issues.

(16) Recommends transition and capability retirement/sunset decisions, in coordination with the JS J-3 and the C2 CoC, to the appropriate senior forums.

(17) Manages and ensures a holistic view of issues and requirements presented by the WGs for synchronization and deconfliction prior to being presented to the C2 CoC.

(18) Interfaces with C4/Cyberspace-related forums, e.g., National Military Command System (NMCS) governance structure (NMCS Senior Steering Group (SSG) and NMCS Issues Working Group, Joint Fires Support (JFS) Executive Steering Committee, Combat Identification-Friendly Force Tracking (CID-FFT) Executive Steering Committee, Global Adaptive Planning Collaborative Information Environment Requirements Governance Council, Multi-National Information Sharing/Mission Partner Environment/Unclassified Information Sharing requirements processes, etc., and supporting structures, to address requirements, interface dependencies, and capability development alignment and synchronization.

(19) In coordination with the respective Service capability developer community, the CCD will serve as the point of de-confliction for the Services to ensure capability development is aligned with Service-funded Title X roles and responsibilities, and provide oversight to mitigate risk of duplicative Service capability development efforts to support Joint operations and validated CCMD missions.

10. C2 Working Groups (WG). The C2 WGs are aligned under the following three focus areas: Situational Awareness, Planning and Execution (PLEX), and Cross-Functional, with each focus area comprised of individual WGs. Each individual WG focuses on functional capabilities, determines membership, and operates in accordance with the general instructions outlined in this paragraph. At a minimum, each group will be led by an O-6/GS-15 civilian

equivalent representative and will include representatives (generally in grade of O-5/civilian equivalent or below) from the JS directorates, Services, NGB, CCMDs and/or their component commands, DOD agencies, and multi-national and mission partners. The WGs will meet quarterly (at a minimum), or more frequently as directed by the chairperson. Two face-to-face meetings per year may be necessary, but the norm is to meet via collaborative/virtual interaction. Enclosure A, Appendix A, Figure 1 depicts the relationship of the C2 WGs to the C2 CoC and C2 ESC; Enclosure B, Figure 2 depicts this relationship with the requirements, resources, and acquisition structure. The WGs are a resource for warfighter engagement and requirements identification, development, prioritization, capability development and assessments. WGs leverage SME support to address current challenges resident across all C2 domains.

a. Situational Awareness. The following WGs aligned under the Situational Awareness focus area execute those responsibilities defined in paragraph 11 of this enclosure and provide a forum to address situational awareness capabilities and issues: common operational picture (COP) (JS J-3 chair), intelligence support to C2 (JS J-2 chair), and missile warning (U.S. Strategic Command (USSTRATCOM) J-3 and Missile Defense Agency co-chair).

b. Planning and Execution (PLEX). The following WGs aligned under the Planning and Execution focus area execute those responsibilities defined in paragraph 11 of this enclosure and provide a forum to address planning and execution capabilities and issues: PLEX (JS J-3 and JS J-5 co-chair), readiness (JS J-3 chair), joint air interoperability (JS J-6 and United States Air Force (USAF) co-chair), and JEMM (JS J-6 and United States Army (USA) co-chair).

c. Cross-Functional. The following WGs aligned under the Cross-Functional focus area execute those responsibilities defined in paragraph 11 of this enclosure and provide a forum to address cross-functional capabilities and issues: capability needs WG (JS J-6 chair), security WG (USSTRATCOM J-6 chair), and training WG (JS J-7 and JS J-3 co-chair).

d. Sub-Working Groups (SWG). To provide more detailed focus on specific areas of interest, WGs may establish SWG. For example, the COP WG has established the Unit Reference Number SWG and the Allied COP SWG. The planning and execution WG has established the Joint Operation Planning and Execution System User Advisory Group (JS J-3 chair) SWG. The Training WG has established the Joint Air Operations C2 Training SWG.

e. Ad hoc Working Groups. In addition to the WGs mentioned above, ad hoc WGs may be established by the C2 ESC upon the recommendation of the C2 CoC.

(1) Chairperson. As determined by the C2 ESC.

(2) Membership. As determined by the chairperson and guidance from the convening authority.

(3) Responsibilities. As determined by the chairperson and guidance from the convening authority.

11. Working Groups -- General Responsibilities. WGs provide the organizing and unifying construct to focus on enduring C2 capabilities and to address issue-specific needs. Ad hoc WGs may also be created to examine specific issues that do not clearly belong to one of the focus areas. WGs may adjust their focus based upon operational necessity and available resident subject matter expertise. The organizations that provide the WG chairs are responsible for providing required support to ensure the group can accomplish its assigned and implied tasking. WG members will actively assist in fulfilling tasks and action items assigned by the respective chairs. CCD representatives are embedded in all WGs to ensure cross-DOTMLPF-P integration. WGs will meet as frequently as required to accomplish objectives; virtual meetings are encouraged to be used when appropriate. All WGs are organized similarly and execute the following responsibilities:

a. Chaired/co-chaired by a representative from the Joint Staff or the appropriate CCMD, Service or Agency at the planner level (O-6/GS-15).

b. Support C2 capability needs and requirements priority/sequencing and schedule/content allocation including review and endorsement of data exposure schedules of supporting C2 authoritative data sources.

c. Support the CCD to manage the identification, aggregation, prioritization, development, integration, and maintenance of C2 requirements/capability needs as required throughout C2 capability development and evaluation processes.

d. Conduct working sessions with technical representatives to review status of work, priorities, and milestones.

e. Document and disseminate minutes and actions to WG members and other interested parties on a timely basis.

f. Each WG listed in paragraphs 10.a. - d. will submit their charter for C2 CoC approval within 90 days of publishing this instruction in accordance with the template on page A-B-1. Ad hoc WGs will submit their charters for C2 CoC approval within 60 days of their standup in accordance with the template on page A-B-1.



g. Each WG within the focus area and ad hoc WGs submit issues to the CCD for synchronization and de-confliction prior to being submitted to the C2 CoC.

## 12. Joint Staff

a. Through the appropriate C2 WGs, JS directorates will participate in actions to accomplish the following:

(1) Review and collaborate on C2 documentation and prototype review.

(2) Assist in definition of specific C2 capability needs that fall in the directorate's area of functional responsibilities.

(3) In coordination and cooperation with the JS J-6 Data and Services Division and existing data Communities of Interest, as applicable, assist in the implementation of the Department's data strategy for data source(s) related to their functional capability area.

(4) Serve as the de-confliction forum for all Service-assigned capability development taskings that were not: 1) validated by the JROC or JCB as a joint requirement assigned to and accepted by the appropriate Service HQ; or 2) those development taskings not validated by Service HQ as a capability to support Service Title X responsibilities.

b. Each JS directorate will provide a representative to the C2 ESC as required by paragraph 6, an O-6/GS-15 as chairperson of the C2 WG(s) for which it is responsible, and representatives to standing and ad hoc WGs as required.

c. Each JS directorate will engage and contribute per reference e in the JS J-6 CCD-led process for identification, aggregation, prioritization, development, and integration of C2 requirements/capability needs, to include requirements decomposition, as required throughout C2 capability development and evaluation processes.

d. Each JS directorate will assist the JS DJ-3 OPR in all C2 matters and serve as the JS point of contact for all C2 matters related to the directorate's area of responsibility.

e. Director for Manpower and Personnel, J-1

(1) Principal advisor to the Chairman for all personnel and manpower system matters and associated policy.

(2) Per paragraph 10, provide staff expertise to the appropriate C2 WGs to support development of systems that meet identified requirements.

f. Director for Intelligence, J-2

(1) Principal advisor to the Chairman for all intelligence systems matters and associated policy.

(2) Provide oversight of intelligence systems development, integration, and management of intelligence automated information activities in support of C2, including integration of and interoperability with non-DOD intelligence community (IC) systems.

(3) Coordinate with Under Secretary of Defense for Intelligence, the Office of the Director of National Intelligence, the IC Chief Information Officer (CIO) Executive Council, the IC Collaborative Operational C2 Network, the Department of Defense Intelligence Information Systems Management Board, the Military Intelligence Board, and other organizations on intelligence systems matters.

(4) In coordination with the JS J-6, execute JS oversight of standards, interoperability, and requirements for intelligence data sources and intelligence applications that support DOD C2.

(5) Per paragraph 10, chair the Intelligence Support to C2 WG and provide staff expertise to the other appropriate functional WGs to support development of systems that meet identified requirements.

(6) Represent the combat support intelligence agencies for C2 matters.

(7) Conduct all related intelligence support to C2 functions under the JS J-2 Joint Intelligence Capabilities, Assessments, Requirements System processes to ensure joint integration and synchronization of operational intelligence information technology across the Services, CCMDs, DoD, and intelligence communities.

g. Director for Operations, J-3 (DJ-3)

(1) Principal advisor to the Chairman on operational C2 and, as the senior representative of the operational community, is the warfighter's advocate and operational sponsor, and JS OPR for all C2 operational policy and process matters. DJ-3 operational sponsorship responsibilities encompass oversight and approval of C2 operational policy and procedures development, approving operational priorities, and implementation of C2 capabilities to ensure the operational community's needs are satisfied.

(2) Support the Chairman's responsibilities, providing advice and assessments on DOD C2 capability needs as delineated in reference a.

(3) Operate the NMCS (reference f) and oversee the NMCS governance structure.

(4) Provide advice, within the scope of CJCS authorities, on oversight and approval of C2 policy, procedures development, and implementation of C2 capabilities to ensure the operational community's needs are satisfied.

(5) Direct revisions to operations planning and execution, to include crisis action planning, policy, processes, and procedures to match current national strategy and the Unified Command Plan. The Director, J-3, will provide advice to ensure that CJCS guidance for C2 capabilities is consistent with changes to current planning and execution.

(6) Review and provide advice on security risk assessments and defining acceptable levels of risk to security in accordance with information assurance (IA), information operations (IO), and operations security (OPSEC) guidance per DOD guidance and instructions.

(7) Provide chair for the C2 ESC.

(8) Provide co-chair for the C2 CoC.

(9) Provide chair for the COP and Readiness WGs, and co-chair for the PLEX and Training WGs, per paragraph 10.

(10) In coordination with the JS J-6, execute JS oversight of standards, interoperability, and requirements for C2 data sources and applications that support joint C2.

(11) Provide JS representation to the C4/Cyber FCB and to senior C2 governance and management forums as required.

(12) Provide recommendations to the capability sponsor, prior to operational fielding, for new Joint C2 functionality as part of the system of record (fielding decision) to ensure delivered functionality meets approved requirements and warfighter capability needs are satisfied.

h. Director for Logistics, J-4

(1) Principal advisor to the Chairman for all logistics system matters and associated policy, processes and business rules.

(2) Assist the JS OPR by exercising responsibility for policy and procedure definition, and for management of related prototype development efforts associated with core logistics capabilities addressed in Joint Publication 4-0, "Joint Logistics."

(3) Work with the CCMDs to clarify and define customer logistics materiel and non-materiel requirements, processes and procedures to support integration of core logistic functions into planning and execution for joint operations within and across joint C2 systems.

(4) Work with the Services and Defense agencies to develop policies and procedures for satisfying logistics requirements (materiel and non-materiel), and identifying those logistics automated information systems that must be interoperable with C2 to provide accurate and timely information and facilitate C2 and visibility within the standing IA/IO/OPSEC security guidance.

(5) In coordination with the JS OPR and JS J-6, execute JS oversight of standards, interoperability, and requirements for logistics data, authoritative data/logistics information and authoritative information sources and logistics applications that support C2 and content reporting for the Joint Reporting Structures.

i. Director for Strategic Plans and Policy, J-5

(1) Principal advisor to the Chairman for all plans and associated policy. In coordination with DJ-3, serve as the JS point of contact for C2 coordination with the Department of State, Federal Emergency Management Agency, and other DOD and non-DOD agencies as required.

(2) Advise on the disclosure of C2 information and systems to foreign governments/international organizations.

(3) Review development of deliberate planning policy and procedures.

(4) Responsible for coordination, detailing, and scheduling of development timelines for CJCS-reviewed plans for functional and geographic CCMDs and supporting commands.

(5) Exercise primary JS action for the publication and continuing development of the policies and procedures for the review of the plans of functional and geographic CCMDs.

(6) As required, and in coordination with the JS J-6, execute JS oversight of standards, interoperability, and requirements for planning data sources and applications that support C2.

(7) Provide co-chair for the PLEX WG, per paragraph 10.

j. Director for Command, Control, Communications, Computers, and Cyber, J-6 (DJ-6)

(1) Principal advisor to the Chairman on C4/Cyberspace requirements, capabilities, assessments, and integration.

(a) Serve as JS OPR for all C4/Cyberspace requirements and capability development matters.

(b) Execute capability sponsorship and capability development responsibilities for capabilities encompassed within the Joint C2 capabilities/FoP, to include GCCS-J, and Service GCCS FoS. DJ-6 capability sponsorship responsibilities encompass oversight of C2 capability needs, requirements development, management and governance, DOTMLPF-P integration and advocacy of operational priorities via active and continual engagement with the requirements and acquisition communities throughout the capability lifecycle process (concept development through fielding and sustainment). Maintain the NRID and DST. Directly link warfighter operational requirements to capability materiel developers to ensure requirements understanding and traceability.

(2) Support DoD CIO as the Principal Staff Assistant for the information enterprise that enables DoD capabilities.

(3) Support integration of joint C2 capabilities needs across the Department's three primary processes of requirements, resources and acquisition encompassing requirement's identification, and capability development to meet the operational needs of the joint warfighter in the C2 area. The JS J-6:

(a) Advises the Chairman of the Joint Chiefs of Staff on C2 requirements, capability development and integration issues, representing both in DOD venues.

(b) Directs C2 assessment and evaluation efforts to facilitate the integration and follow-through on C2 initiatives and findings

(c) Integrates approved C2 requirements across DOD decision support processes. This responsibility includes C2 integration across the DOTMLPF-P spectrum. Further details on C2 requirements management are provided in references e and g.

(4) Facilitate implementation of the Department's data and services strategies in coordination with the DoD CIO and cooperation with the appropriate data and services communities.

(5) Support the development of integrated architectures and joint mission threads across the C2 domain.

(6) Execute multi-national and mission partner engagement for requirements and capabilities, and support related infrastructure, and enterprise services, requirements identification and management responsibilities.

(7) Conduct capability assessments and analysis of selected existing and emerging C2 capabilities to achieve interoperable and integrated solutions to satisfy joint operational requirements.

(8) Facilitate C2 – NMCS interface, analysis and recommendations via the NMCS governance structure IAW CJCSI 3280.01C.

(9) Facilitate C2 – JFS and CID-FFT interface, analysis and recommendations via the JFS Executive Steering Committee and CID-FFT Executive Steering Committee, per references h and i.

(10) Provide FO/GO/SES-level representative to the C2 ESC and C2 Senior Steering Group-Acquisition (SSG-A).

(11) Provide co-chair for the C2 CoC, the JAIWG, and the JEMM WG, per paragraph 10.

(12) Provide representative to the Joint C2 PM-CESG.

(13) Provide chair to the Capability Needs WG.

k. Director for Joint Force Development, J-7

(1) Principal advisor to the Chairman for all joint force development, training matters, and associated policy.

(2) Assist the JS OPR by coordinating with the C2 joint doctrine sponsor on the integration and documentation of C2 in joint doctrine (in accordance with the joint doctrine process outlined in CJCSI 5120).

(3) In coordination with joint training policy and in coordination with the JS J-3, identify and monitor C2 procedures and processes for emphasis in

joint exercises, and ensure that lessons learned are captured (in accordance with reference j) for improvement of the C2 processes and systems.

(4) Provide co-chair for the Training WG, per paragraph 10.

1. Director for Force Structure, Resources, and Assessment, J-8 (DJ-8). Principal advisor to the Chairman for all Planning, Programming, Budgeting and Execution, acquisition, and Joint Capabilities Integration and Development System (JCIDS) matters and associated policy.

13. Combatant Commands (CCMDs)

- a. Provide operational FO/GO/SES-level representative to the C2 ESC.
- b. Provide O-6 or civilian equivalent representatives to the C2 CoC.
- c. Engage and contribute in the JS J-6 CCD-led process for identification, aggregation, prioritization, development, and integration of C2 capability needs/requirements as required throughout C2 capability development and evaluation processes, and to develop CDPs and CPs as appropriate.
- d. Provide all emerging requirements to appropriate C2 WGs for action and input requirements directly into the NRID.
- e. Attend other C2 meetings/conferences as required.
- f. Per paragraph 10, provide representatives to the C2 WGs; chair/co-chair WGs as necessary.
- g. Oversee, in coordination with the Services, hardware/software configuration control, and operation and maintenance of the C2 sites.
- h. Provide feedback to JS J-33 N2C3, JS J-5, and J-6 CCD on C2 issues during exercises and real-world operational C2 activities. Assist in resolving deficiencies through C2 structure processes.

14. Military Services

- a. Provide senior-level representative to the OPSDEPS forum.
- b. Provide operational community FO/GO/SES-level representative to the C2 ESC.
- c. Provide O-6 or civilian equivalent representative to the C2 CoC.

d. Engage and contribute per reference e in the JS J-6 CCD-led process for identification, aggregation, prioritization, development, and integration of C2 requirements/capability needs, to include requirements decomposition throughout C2 capability development and evaluation processes.

e. Provide emerging requirements to appropriate C2 WGs for action or input directly into the NRID.

f. Establish Service C2 points of contact for planning and coordinating functional and technical Service efforts related to C2 development and resources.

g. Per paragraph 10, provide representatives to C2 WGs. USAF provide co-chair for the JAIWG, and USA provide co-chair for the JEMM WG.

h. Operate and maintain C2 sites in coordination with the CCMDs and components.

i. Conduct analysis of Title X Roles and Responsibilities to ensure alignment with identified requirements to support validated CCMD missions.

#### 15. Chief, National Guard Bureau

a. Provide senior-level representative to the OPSDEPS forum

b. Provide operational community FO/GO/SES-level representative to the C2 ESC.

c. Provide O-6 or civilian equivalent representative to the C2 CoC.

d. Engage and contribute in the JS J-6 CCD-led process for identification, aggregation, prioritization, development, and integration of C2 requirements/capability needs, to include requirements decomposition throughout C2 capability development and evaluation processes.

e. Provide emerging requirements to appropriate C2 WGs for action or input directly into the NRID.

f. Establish NG C2 points of contact for planning and coordinating functional and technical NG efforts related to C2 development and resources.

g. Per paragraph 10, provide representatives to C2 WGs as necessary.

h. Operate and maintain C2 sites in coordination with the CCMDs and components.



- i. Oversee, in coordination with the Services, hardware/software configuration control, and operation and maintenance of the C2 sites.
- j. Provide feedback to JS J-3 and J-6 on C2 issues during exercises and real-world operational C2 activities. Assist in resolving deficiencies through C2 structure processes.

16. Defense Information Systems Agency (DISA)

- a. Per reference j, the Director, DISA shall:

- (1) Be responsible to the Chairman of the Joint Chiefs of Staff for operational matters as well as requirements associated with the joint planning process. For these purposes, the Chairman of the Joint Chiefs of Staff, to the extent authorized by DoD CIO, may communicate directly with and task the Director, DISA.

- (2) Be responsible for planning, engineering, acquiring, fielding, and supporting global net-centric information and communications solutions to serve the needs of the President, Vice President, the Secretary of Defense, and the DOD component. Additionally, DISA provides enterprise-level development, integration, and management services for interagency, strategic, allied, multinational, coalition, joint and combined C2 and combat support capabilities.

- b. Engage and contribute per reference e in the JS J-6 CCD-led process for identification, aggregation, prioritization, development, and integration of C2 requirements/capability needs, to include requirements decomposition, as required throughout C2 capability development and evaluation processes. Support JS J6 CCD's development of the RPSP in the annual Joint C2 Sustainment & Modernization Planning process by providing resource forecasts for the next FY and estimated funding requirements for identified capabilities.

- c. Ensure implementation of common standards across C2 enterprise for hardware and software instantiations of C2 capabilities.

- d. Provide the Program Management point of contact for C2 systems that provides oversight and direction of activities in DISA to:

- (1) Integrate, assess, test, certify, and field C2 system applications in accordance with DOD and CJCS guidance.

- (2) Develop and maintain C2 configuration control of DISA-provided C2 capabilities, in coordination with JS J-33 N2C3 and JS J-6 CCD, in accordance with the DISA configuration management policy.

(3) Determine the impact and feasibility (procedural and technical) of C2 information exchange requirements.

e. Provide representatives to all C2 WGs and participate per reference e in the JS J-6 CCD-led capability development process and the C2 CoC.

17. Other Defense Agencies

a. Collaborate in the development and implementation of C2 requirements related to their activities as tasked by the appropriate JS directorate.

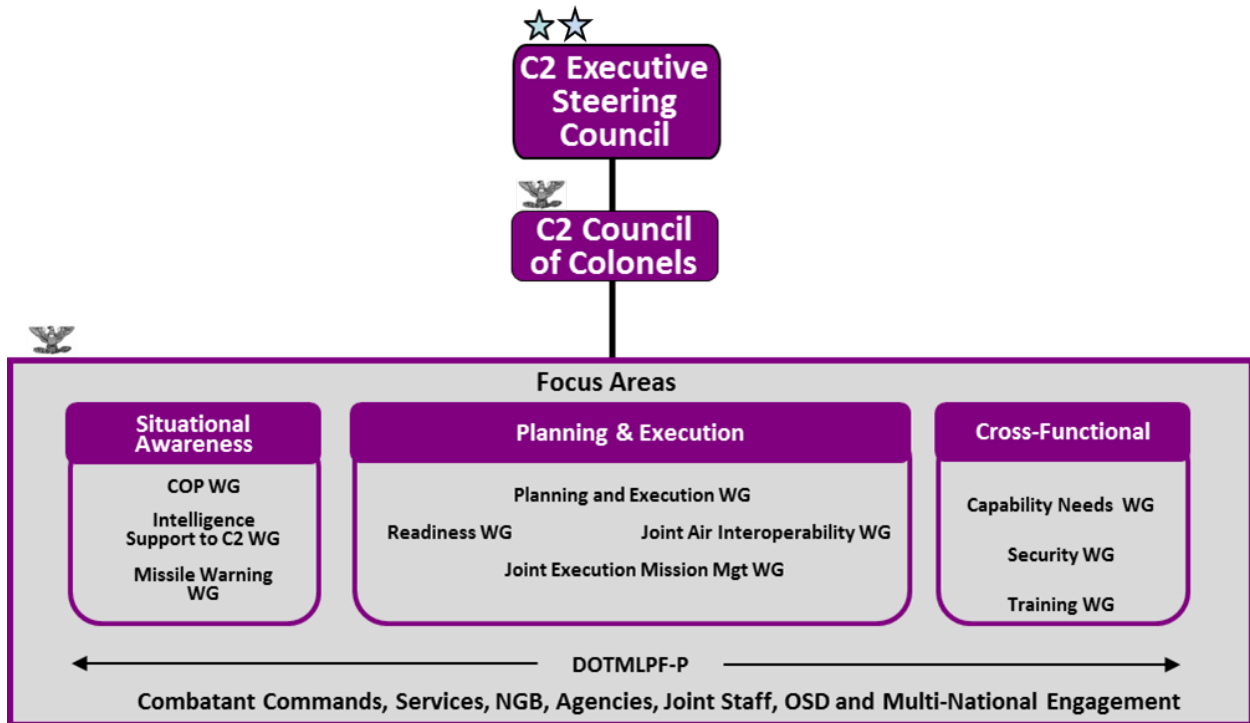
b. Engage and contribute per reference e in the JS J-6 CCD-led process for identification, aggregation, prioritization, development, and integration of C2 requirements/capability needs, to include requirements decomposition, as required throughout C2 capability development and evaluation processes.

c. Determine the impact and feasibility (procedural and technical) of C2 information exchange requirements.

d. Per paragraph 10, provide representatives to the standing C2 WGs, C2 CoC, and chair/co-chair WGs as necessary.

APPENDIX A TO ENCLOSURE A

JOINT STAFF AND WARFIGHTER C2 INTERFACE STRUCTURE



**Legend**

CoC – Council of Colonels  
 COP – common operational picture  
 DOTMLPF-P – doctrine, organization, training, materiel,  
 leadership and education, personnel, facilities – policy

Figure 1. Joint Staff and Warfighter C2 Interface Structure

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APPENDIX B TO ENCLOSURE A

WORKING GROUP AND SUB-WORKING GROUP CHARTER TEMPLATE

CHARTER FOR THE  
\_\_\_\_\_ WORKING GROUP

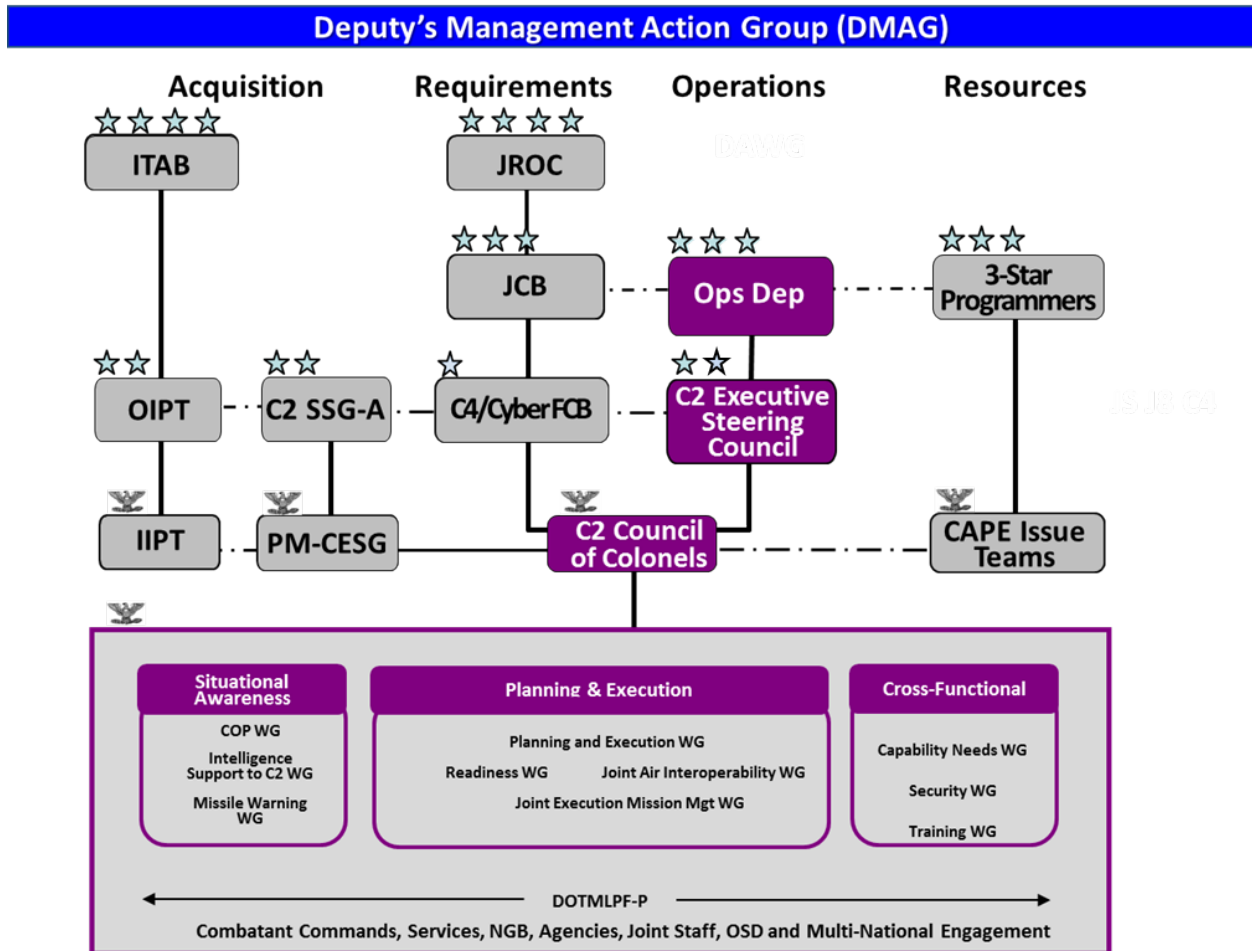
1. Purpose.
2. Authority.
3. Responsibilities/Functions.
4. Membership.
5. Meeting Frequency and Locations.
6. Member Responsibilities.

<b>Member Organization</b>	<b>Responsibilities</b>
Chair:	
Secretariat:	
CCMDs, Services, Agencies, Joint Staff	

(INTENTIONALLY BLANK)

ENCLOSURE B

C2 GOVERNANCE AND MANAGEMENT ORGANIZATIONS



Legend

CAPE – Cost Assessment and Program Evaluation	IIPT – Integrating Integrated Product Team
CoC – Council of Colonels	ITAB – Information Technology Acquisition Board
COP – common operational picture	JCB – Joint Capabilities Board
DMAG – Deputy's Management Action Group	JROC – Joint Requirements Oversight Council
DOTMLPF-P – doctrine, organization, training, materiel, leadership and education, personnel, facilities – policy	OIPT – Overarching Integrated Product Team
FCB – Functional Capabilities Board	OPSDEPS – Operations Deputies
	PM-CESG – Program Manager – Chief Engineer Steering Group
	POM – Program Objective Memorandum
	SSG-A – Senior Steering Group - Acquisition
	WG – working group

Figure 2. C2 Governance and Management Organizations

1. Integration with Requirements, Resource and Acquisition, and Integration. Figure 2, C2 Governance and Management Organizations, depicts the collective structure and relationships between DOD's C2 governance and management structure and the Department's three primary processes –requirements, resources and acquisition, and key integration forums. Solid lines depict a direct engagement relationship and a dotted line depicts a coordinating relationship.

## 2. Requirements

a. The Joint Requirements Oversight Council (JROC). The JROC assists the Chairman in coordinating, among CCMDs, Service force providers, and other DOD components the identification and assessment of joint military requirements and priorities for current and future military capabilities, forces, programs, and resources. Composition, roles, and responsibilities are per reference k.

b. The Joint Capabilities Board (JCB). The JCB assists the JROC in overseeing the JCIDS, to include mission-need determination, review and validation and/or approval of JCIDS documents and operational views of integrated operations concepts, architectures, and related products. Composition, roles, and responsibilities are per reference k.

c. The Command, Control, Communications, and Computers/Cyberspace (C4/Cyber) Functional Capabilities Board (FCB). The C4/Cyber FCB is a permanently established body that is responsible for the organization, analysis, and prioritization of joint warfighting capabilities within an assigned functional area. The C4/Cyber FCB provides the assessments and recommendations required for the JROC to validate and prioritize (if required) joint military C4/Cyber capabilities. Composition, roles, and responsibilities are per reference k.

## 3. Acquisition

a. The Information Technology Acquisition Board (ITAB). The ITAB is a USD(AT&L)-led decision forum for Milestone review of Acquisition Category (ACAT) IA Major Automated Information Systems ((MAIS) (IAM)) programs, excluding defense business systems. The ITAB contributes strategic-level insight for net-centric, DoD information network, and information technology issues when they cannot be resolved at the Overarching Integrated Product Team (OIPT) level. The ITAB facilitates execution of the Milestone Decision Authority's acquisition-related responsibilities for Information Technology, including National Security Systems, under title 10 and subtitle III of title 40 of the United States Code (formerly known as the Clinger-Cohen Act). The ITAB reviews select capability areas to provide mission area context – from a top-down perspective and implements capability-based methodology on the



provider side. The ITAB links policy, capability generation, acquisition, and budget processes, identifies joint solutions and added work to be done (across DOTMLPF-P), and provides the basis to set metrics and gauge progress over time. The ITAB also reveals needs for management, engineering, and testing across an area and helps align individual program expectations and assesses the cumulative effect of individual program decisions. Composition, roles, and responsibilities are per references l and m.

b. The Overarching Integrated Product Team (OIPT). The ITAB is further supported by a general/flag officer subordinate group in OSD known as an OIPT. Each OIPT facilitates communication and vets issues before the ITAB meets. In this facilitator's role, the OIPT charters Working-level Integrated Product Teams (WIPTs) for each review and manages their activities. At the Milestone Decision Review, the OIPT leader provides the ITAB members with an integrated assessment of program issues gathered through the Integrated Product Team process as well as various independent assessments. Composition, roles, and responsibilities are per references l and m.

c. The Integrating Integrated Product Team (IIPT). An IIPT, which is itself a WIPT, coordinates WIPT efforts and covers all topics not otherwise assigned to another IPT. IPT participation is the primary way for any organization to participate in the acquisition program. IIPTs are essential for ACAT ID and IAM programs, in that they facilitate OSD Staff-level program oversight and review of Major Defense Acquisition Programs and MAIS programs at the program level. A program "comes together" at the IIPT level and provides the requisite input to the OIPT. Composition, roles, and responsibilities are per reference m.

d. The C2 Senior Steering Group for Acquisition (SSG-A). The C2 SSG-A is an acquisition forum providing guidance and executive leadership to facilitate resolution of acquisition or technical issues and support synchronization and support the integration of the GCCS FoS and joint C2 capabilities. The objective of the C2 SSG-A is to provide executive leadership acquisition guidance in order to improve operational level C2, with linkages to the strategic and tactical levels. Composition, roles, and responsibilities are per reference n.

e. The Joint C2 Program Manager – Chief Engineer Steering Group (PM-CESG). The PM-CESG is an acquisition forum providing coordination, synchronization, and integration of joint C2 capabilities with and among the GCCS FoS/Joint C2 FoP and related C2 programs. The PM-CESG coordinates current development, implementation, and sustainment efforts of the GCCS FoS programs, facilitates evolution of existing C2 capabilities in the GCCS FoS to joint C2 way-ahead, improves C2 for joint operations, and enhances interoperability with related C2 systems. Composition, roles, and responsibilities are per reference o. The Joint C2 PM-CESG is supported by a Systems Engineering and Integration WG.

4. Resources

a. The 3-Star Programmers Group. The 3-Star Programmers Group addresses major resource allocation issues during the annual Program/Budget Review cycle, and presents decision options to the Deputy's Management Action Group (DMAG). Final resource decisions are codified in Resource Management Decisions. This forum is chaired by OSD Cost Assessment and Program Evaluation Office (CAPE); DJ-8 is the senior Joint Staff representative to this forum.

b. The Cost Assessment and Program Evaluation Office (CAPE) Issue Teams. CAPE Issue Teams review and develop resource allocation issues during Program/Budget Review, and make recommendations to the 3-Star Programmers Group.

5. Integration with other Key Department Forums

Deputy's Management Action Group (DMAG). The DMAG provides advice and assistance to the Deputy Secretary of Defense on matters pertaining to DOD enterprise management, business transformation, and operations; and strategic level coordination and integration of planning, programming, budgeting, execution, and assessment activities of the Department. The DMAG meets at the discretion of the Deputy Secretary of Defense and its membership is per reference p.

ENCLOSURE C

REFERENCES

- a. DoDD 5100.01, “Functions of the Department of Defense and Its Major Components”
- b. OSD 09637-10, “Department of Defense Efficiency Initiatives,” 16 August 2010
- c. CJCSI 5711.01 Series, “Policy on Action Processing”
- d. CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System”
- e. CJCSM 3265.01 Series, “Joint Command and Control (C2) Capability Needs/Requirements Management Procedures”
- f. CJCSI 3280.01 Series, “National Military Command System (U)”
- g. “Charter for Joint Command and Control (C2) Capability Requirements Governance,” 25 June 2010
- h. JROCM 032-09, “Establishment of the Joint Fire Support Executive Steering Committee,” 20 February 2009
- i. JROCM 104-06, “Executive Steering Committee Report on Combat Identification, Blue Force Tracking, and Joint Blue Force Situational Awareness,” 02 June 2006
- j. DODD 5105.19, 25 July 2006, “Defense Information Systems Agency (DISA)”
- k. CJCSI 5123.01 Series, “Charter of the Joint Requirements Oversight Council”
- l. DODI 5000.02, 08 December 2008, “Operation of the Defense Acquisition System”
- m. “Defense Acquisition Guidebook,” 10 January 2012, <<https://dag.dau.mil>> (NIPRNET – accessed: 24 April 2012)
- n. “Charter for the Command and Control Senior Steering Group for Acquisition” (C2 SSG-A), 4 May 2009

o. “Charter for the Joint Command and Control and Global Command and Control System (GCCS) Program Manager - Chief Engineer Steering Group,” 17 March 2010

p. DODD 5105.79, 19 May 2008, “DOD Senior Governance Councils”

SUPPLEMENTAL DOCUMENTATION

Secretary of Defense Memorandum, 5 March 2008, “Implementation of Adaptive Planning Roadmap II”

CJCSI 3150.25 Series, “Joint Lessons Learned Program”

CJCSM 3170.01 Series, 19 January 2012, “Manual for the Operation of the Joint Capabilities Integration and Development System”

JROCM 073-13, “Joint Command and Control Capabilities Development Document,” 9 April 2013

## GLOSSARY

### ABBREVIATIONS AND ACRONYMS

ACAT	Acquisition Category
C2	Command and Control
C4	Command, Control, Communications, and Computers
CAPE	Cost Assessment and Program Evaluation Office
CCD	Combat Capability Developer
CCMD	Combatant Commands
CDP	Capability Definition Package
CID-FFT	Combat Identification-Friendly Force Tracking
CIO	Chief Information Officer
CJCS	Chairman of the Joint Chiefs of Staff (adjective only)
CoC	Council of Colonels
COP	Common Operational Picture
CP	Capability Package
DISA	Defense Information Systems Agency
DJ-3	Director for Operations, J-3
DJ-6	Director for Command, Control, Communications, Computers, and Cyber, J-6
DJ-8	Director for Force Structure, Resources, and Assessment, J-8
DMAG	Deputy's Management Action Group
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy
DST	Decision Support Tool
ESC	Executive Steering Council
FCB	Functional Capabilities Board
FO/GO/SES	Flag Officer/General Officer/Senior Executive Service
FoP	Family of Programs
FoS	Family of Systems
FY	Fiscal Year
GCCS	Global Command and Control System
GCCS-J	Global Command and Control System-Joint
IA	Information Assurance
IAM	Information Assurance Major Automated Information Systems
IC	Intelligence Community
IIPT	Integrating Integrated Product Team

IO	Information Operations
ITAB	Information Technology Acquisition Board
JAIWG	Joint Air Interoperability Working Group
JCB	Joint Capabilities Board
JCIDS	Joint Capabilities Integration and Development System
JEMM	Joint Execution Mission Management
JFS	Joint Fires Support
JROC	Joint Requirements Oversight Council
JS	Joint Staff (adjective only)
MAIS	Major Automated Information System
N2C3	National and Nuclear Command, Control, and Communications
NGB	National Guard Bureau
NMCS	National Military Command System
NRID	Net-enabled Requirements Identification Database
OIPT	Overarching Integrated Product Team
OPR	Office of Primary Responsibility
OPSDEPS	Operations Deputies
OPSEC	Operations Security
PLEX	Planning and Execution
PM-CESG	Program Manager-Chief Engineer Steering Group
PPBE	Planning, Programming, Budgeting and Execution
RPSP	Requirements Prioritization and Sequence Plan
SME	Subject Matter Expert
SSG	Senior Steering Group
SSG-A	Senior Steering Group - Acquisition
SWG	Sub-Working Group
USA	United States Army
USAF	United States Air Force
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USSTRATCOM	U.S. Strategic Command
WG	Working Group
WIPT	Working-Level Integrated Product Team