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# CHAIRMAN OF THE JOINT

# CHIEFS OF STAFF

# INSTRUCTION

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J-8

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## COMBAT SUPPORT AGENCY REVIEW TEAM ASSESSMENTS

### References:

See Enclosure C

1. Purpose. This instruction provides guidance on the conduct of Combat Support Agency Review Team (CSART) assessments.
2. Superseded/Cancellation. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3460.01D, 30 September 2019, "Combat Support Agency Review Team Assessments," is hereby superseded.
3. Applicability. This instruction applies to organizations that participate in CSART assessments, including the Combatant Commands (CCMDs), Combat Support Agencies (CSAs), Office of the Secretary of Defense (OSD), Joint Staff, Military Services (when Military Service equities are involved), and other joint activities.
4. Policy
  - a. In accordance with (IAW) reference a, the CJCS is required to conduct a biennial assessment of each CSA's responsiveness and readiness to support the operating forces. For the purposes of this instruction, the term "operating forces" is defined as echelons at the CCMD level and below (i.e., CCMDs and their supporting Military Service components). The CSART will execute this responsibility for the CJCS, identifying capability shortfalls and developing recommendations that the CJCS will report to the Secretary of Defense (SecDef). A copy of the assessment report is submitted to the Congressional Defense Committees. CSART assessments will influence Department of Defense (DoD) processes as necessary, and prescribe recommendations in areas such as doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).
  - b. IAW reference b, the relationship between a CSA and a CCMD involves support, with the CSA typically operating in a supporting-to-supported

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relationship relative to the Combatant Commanders (CCDRs). As such, CSART assessments will seek to improve each CSA's support to the CCMDs.

c. The results of CSART assessments assist the CJCS with his responsibilities under reference c to determine and assess the effects of critical deficiencies in force capabilities. Thus, these assessments supplement the Chairman's Readiness System (CRS) by providing information on CSA current readiness and future capabilities. CCMDs and the CSAs should use these assessments to increase their awareness of readiness and combat support posture.

d. The scope of the assessment is focused primarily on the agency's combat support mission. However, the report may include other areas of importance to the CCMDs, Military Services, Principal Staff Assistant (PSA) from OSD, Joint Staff, or the CSA. IAW reference a, CJCS may make any recommendation(s) considered appropriate.

e. Although the assessments are focused on specific CSAs, recommendations developed to correct shortfalls may require action from other DoD entities.

f. Enclosure A outlines the process for conducting CSART assessments.

5. Definitions. See Glossary.

6. Responsibilities. Enclosure B describes the CSART participants' responsibilities. Organizations providing action officers (AOs) for the CSART travel teams will budget and program funds for their member's travel.

7. Summary of Changes. Revisions reflect the current CSART assessment process. This revision:

- a. Clarifies the definition of "operating forces."
- b. Describes the current process more accurately.
- c. Reflects most current DoD and CJCS guidance.

8. Releasability. UNRESTRICTED. This instruction is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Network (NIPRNET). DoD Components (to include the CCMDs), other federal agencies, and the public may obtain copies of this <http://www.jcs.mil/library>.

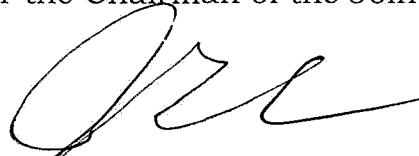
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9. Effective Date. This INSTRUCTION is effective upon signature.

For the Chairman of the Joint Chiefs of Staff:



JAMES J. MINGUS, LTG, USA  
Director, Joint Staff

## Enclosures

- A – CSART Process
- B – CSART Responsibilities
- C – References
- GL – Glossary

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ENCLOSURE A

## CSART PROCESS

1. Purpose. The CSART assessment process assists the CJCS in fulfilling the responsibilities specified in reference a. The CSAs provide unique combat support capabilities that are not attainable from any other means. The CSART process is the CCMDs' mechanism to improve support from these organizations.

2. General

a. Reference a directs the CJCS to conduct biennial assessments of the CSAs. The CSART assessment is a constructive and collaborative process designed to optimize the combat support effectiveness of each CSA. It is the primary means for reviewing the responsiveness and readiness of the CSAs—specifically, the support requirements for the CCMDs and their components in the execution of their assigned missions. When deemed appropriate, a CSA's support of the Military Services may be included in an assessment. The CSART aims to assess the CSA's fulfillment of its roles under the National Military Strategy, its establishing charter, support plan requirements, and other applicable DoD guidance.

b. The agencies currently designated as CSAs, their PSAs, and establishing references are listed in Table 1.

3. Objectives

a. The CSART's objective is to aid the CSAs in improving their responsiveness and readiness in support of the CCMDs and their components.

b. IAW references a and b, CSART assessments aim to inform DoD leadership, DoD strategic documents, and the Congressional Defense Committees.

4. Assessment Areas. The CSART will develop preliminary assessment areas based on the CSA's missions, responsibilities, functions, previous assessments, strategic documents, policies, and responses to questionnaires as part of Phases 1 and 2 described in paragraph 5. These preliminary areas are a starting point for the assessment and may change as the assessment evolves. In addition, the assessment may include special areas of interest to the CJCS, CSA, and PSA. The following functions are examples of areas the CSART may include in an assessment:

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<b>Combat Support Agency</b>	<b>Principal Staff Assistants &amp; Oversight DoD Component</b>	<b>Establishing DoDD</b>
Defense Contract Management Agency	Under Secretary of Defense for Acquisition and Sustainment through the Assistant Secretary of Defense for Acquisition	DoDD 5105.64
Defense Logistics Agency	Under Secretary of Defense for Acquisition and Sustainment through the Assistant Secretary of Defense for Sustainment	DoDD 5105.22
Defense Threat Reduction Agency	Under Secretary of Defense for Acquisition and Sustainment through the Assistant Secretary of Defense for Nuclear, Chemical, Biological Defense Programs	DoDD 5105.62
Defense Information Systems Agency	Chief Information Officer of the Department of Defense	DoDD 5105.19
Defense Intelligence Agency	Under Secretary of Defense for Intelligence and Security	DoDD 5105.21
National Geospatial-Intelligence Agency	Under Secretary of Defense for Intelligence and Security	DoDD 5105.60
National Security Agency/ Central Security Service	Under Secretary of Defense for Intelligence and Security	DoDD 5100.20
Defense Health Agency	Under Secretary of Defense for Personnel and Readiness through the Assistant Secretary of Defense for Health Affairs	DoDD 5136.13

Table 1. Combat Support Agency Oversight

- a. Agency Support Plans and Plans Development. Evaluate the development and adequacy of CSA plans and operational procedures as requested by, or in support of, the Global Campaign Plans and CCMDs' campaign and contingency plans.
- b. Readiness. Review CSA participation in systems and programs that support the CRS. Ensure adherence to reference p and q requirements and full participation in the Chairman's Joint Force Readiness Review process.
  - (1) The Defense Readiness Reporting System, to include an evaluation of the CSA's Joint Mission Essential Tasks (JMETS) as aligned to the plan's mission statement and links to CCMD JMETS defined in the approved

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supporting war plans execution paragraph and supporting annexes and appendices.

(2) The Universal Joint Task List (UJTL) to align and synchronize plan tasks with joint language, which allows linking of the staff, subordinate, and command supported tasks as approved during the Joint Planning Process. See reference o.

(3) The Joint Training Information Management System and associated Joint Training System requirements, to include use of the joint training plan and associated modules. Participation in joint exercises as requested or directed by supported commanders.

(4) The Joint Lessons Learned Program, to include use of the Joint Lessons Learned Information System, to discover, validate, resolve, evaluate and disseminate lessons learned in support of DOTMLPF-P force development and the CSA requirements program, and update plan tasks as required.

c. Future Warfighting Capabilities. Evaluate how well CSAs posture to deliver the capabilities necessary to fulfill CCMD requirements (reference l). Examples include participation of the CSAs in the development and analysis of appropriate joint concept(s), alignment of the CSAs' strategic plan with the joint concept(s), and the CSAs' progress in meeting desired joint warfighting capabilities.

d. Other Areas. CSARTs may assess unique areas of support, such as training, outreach, and reachback, as warranted, to improve the responsiveness and readiness of the CSAs to support the CCMDs.

5. Assessment Process. The CSART assessment is conducted in the following six phases.

a. Phase 1: Research and Assessment Planning. The Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8 Support Agency Review and Assessment Office (SARAO) reviews the lessons learned and most recent plan of action and milestones (POA&M) from the last assessment. This initiates research to define potential assessment areas and development of an assessment plan tailored to the CSA.

b. Phase 2: Notification and Progress Update. The Joint Staff formally notifies the CSA, PSA, and applicable Joint Staff offices of the upcoming CSART assessment and requests AOs from each organization to be part of the CSART for the duration of the assessment. The CSART finalizes SARAO's initial

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assessment plan and then briefs the CSA, PSA, and applicable Joint Staff Directorates (J-Dirs) as part of a formal in-brief that provides an overview of the process and responsibilities. Additionally, the Joint Staff formally notifies the CCMDs (and Military Services, depending on equities) of the upcoming assessment and its proposed schedule, and requests points of contact (POCs) to facilitate phases 3 and 4.

c. Phase 3: Data Collection and Analysis. The CSART collects and analyzes information used to assess the overall responsiveness and readiness of the CSA. This process is accomplished through document research, agency briefings to the CSART, and responses to questionnaires and interviews with CCMD and Military Services representatives (as appropriate), followed by engagements with appropriate subject matter experts (SMEs). The CSART also examines the CSA's efforts to develop future combat support capabilities as well as participation in planning and the CRS.

d. Phase 4: Report Preparation and Coordination. The CSART uses the research and analysis from the previous phases to write the report, which includes findings, issues, observations, and recommendations as defined below. The report is then coordinated with assessment participants.

(1) Finding. A broad, declarative statement about an area having significant impact on the operating forces and merits the interest of the DoD's senior leadership, such as the Deputy Secretary of Defense (DepSecDef), PSA, and Director of the CSA.

(2) Issue. A specific concern that expands upon the "Finding." An observed, analyzed, and validated shortcoming, deficiency, or problem that precludes performance to standard and requires resolution.

(3) Observation. Information the CSART found important to point out but that did not rise to the level of an issue, either because it does not affect multiple CCMDs or because there may not be sufficient data to substantiate it.

(4) Recommendation. A reasonable course of action provided for the named organization to address an issue.

e. Phase 5: Report Out-Briefs and Dissemination. The CSART informs the agency, the affected J-Dirs, and the PSA of the assessment results. The CJCS's signed report is distributed to the CCMDs, CSA, PSA, Director of Administration and Management (DA&M), and Military Services (as appropriate). The signed report is also submitted to the Congressional Defense Committees (reference a).

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f. Phase 6: Post-Assessment Actions. Upon DepSecDef endorsement of the CSART assessment report, the PSA prepares and disseminates a POA&M for implementation. The PSA coordinates with organizations responsible for implementation of recommendations and provides semi-annual updates to DA&M and CJCS beginning not later than six months after the DepSecDef releases the POA&M.

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## APPENDIX A TO ENCLOSURE A

### COMBAT SUPPORT AGENCY REVIEW TEAM ASSESSMENT AND JOINT REQUIREMENTS OVERSIGHT COUNCIL PROCESSES

1. General. Joint warfighting capabilities and responsibilities exist within the CSAs and require Joint Requirements Oversight Council (JROC) oversight. The CSART will report key CSA capability shortfalls identified during the course of the assessment that may affect several CCMDs via the respective Functional Capabilities Board (FCB). However, for capability shortfalls affecting only one CCMD, the CSART has the discretion to forward the issue to the appropriate authority for action, and may opt to leave it out of the report. The CSART provides the JROC and the functional FCBs the ability to:
  - a. Identify CSA capability, responsiveness, and readiness shortfalls.
  - b. Emphasize CSA capabilities, with a joint potential designator of “joint interest” or “joint integration,” to incorporate in the Joint Capabilities Integration and Development System (JCIDS) process.
  - c. Incorporate CSA capabilities, functions, and responsibilities into joint concepts, joint concepts, capabilities-based assessments, and JCIDS products as appropriate.
2. DOTMLPF-P Capability Shortfalls. The CSART may identify longer-term readiness shortfalls during the assessment. The solutions to such shortfalls may require DOTMLPF-P changes. Longer-term readiness shortfalls will be referred to FCBs via the respective J-Dir representative on the CSART. In addition, the CSART will normally recommend that the CSA director address the shortfall through the JCIDS process.

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Appendix A  
Enclosure A

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## ENCLOSURE B

### COMBAT SUPPORT AGENCY REVIEW TEAM RESPONSIBILITIES

1. Purpose. This enclosure outlines responsibilities of CSART members and supporting organizations.
2. General. The CSART is an integrated team comprised of representatives from the SARAQ, J-Dirs, PSA, and CSA. The CCMDs and, when applicable, the Military Services provide POCs to coordinate with the CSART.
3. Responsibilities
  - a. The Vice Director for Force Structure, Resources, and Assessment, Joint Staff, J-8 has overall responsibility for the conduct of each assessment.
  - b. SARAQ is responsible for the planning, preparation, scheduling, execution, and coordination of each assessment, and for the management, administration, and coordination that ensure the process outlined in Enclosure A is executed successfully.
  - c. J-Dirs (excluding J-8). See Appendix A to Enclosure B.
  - d. PSA and DA&M. See Appendix B to Enclosure B.
  - e. CSAs. See Appendix C to Enclosure B.
  - f. CCMDs. See Appendix D to Enclosure B.
  - g. Military Services. See Appendix E to Enclosure B.

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## APPENDIX A TO ENCLOSURE B

### JOINT STAFF RESPONSIBILITIES

1. Purpose. This appendix outlines J-Dir responsibilities in the CSART assessment process.

2. General

a. J-Dirs and the Office of the Chairman of the Joint Chiefs of Staff Legal Counsel provide subject-matter expertise and the Joint Staff perspective in their respective functional areas on issues raised during the assessment. Joint Staff J-8 participates in all assessments as the CJCS lead.

b. J-Dirs specified in Table 2 below provide an AO to participate as a member of the CSART. J-Dirs will provide their POC IAW the tasking memorandum from the Director, Joint Staff. The designated POCs should have enough tenure and experience to coordinate with the CSART and facilitate the assessment through completion.

<b>J-Dir</b>	<b>CSA</b>	<b>Expertise Required</b>	<b>Travel</b>
J-1	All	Manpower and Personnel	No
J-2	DIA	All-Source Intelligence Analysis, OSINT, HUMINT, MASINT, Counterintelligence, Collection Management, Joint Targeting Intelligence, General Military Training	Yes
	NGA	Geospatial Intelligence	Yes
	NSA	Signals Intelligence	Yes
J-3	DTRA	Nuclear Operations and CBRN Response	Yes
J-4	DCMA	Operational Contract Support	Yes
	DLA	Logistics and Sustainment/Distribution	Yes
J-5	DTRA	Counter Proliferation, WMD	Yes
J-6	DISA	Strategic and Inter-theater C4, NIPRNET, SIPRNET	Yes
	NSA	Cybersecurity, NSA Net	Yes
	DIA	JWICS	No
	NGA	NGA Net	No
J-3 J-5 J-7	All	Readiness, Planning and Training	No
Joint Staff Surgeon	DHA	Health Services	Yes

Table 2. J-Dir Expertise

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c. J-Dir AOs assigned to the CSART participate in all phases of the assessment. Designated AOs travel to the CCMDs for data gathering. Funding and budgeting for travel is the responsibility of the J-Dirs that provide the SMEs. The respective J-Dir will schedule and coordinate in-briefs with its director or vice director.

### 3. Support Roles in Assessment Phases

#### a. Assessment Planning and Research

(1) SARAQ will maintain a schedule that includes all CSA assessments through the current year, and at least three years beyond. SARAQ will provide this schedule to the J-Dir, PSA, and CSAs for planning and budgeting purposes.

(2) At least two months before the notification for an assessment is released, SARAQ will begin researching and collecting information that will prepare the CSART for the assessment. This will include the most recent POA&M, National Defense Authorization Act, Government Accountability Office reports, and other document that affect the CSA.

b. Notification and Progress Review. The notification will solicit team members and request that any J-Dir assigned the responsibility to implement recommendations from the previous CSART assessment will provide an implementation status upon request from SARAQ, ODA&M, or the PSA. Additionally, the CJCS will notify the PSA of the pending assessment.

(1) As applicable, the J-Dir will provide functional expertise and identify any directorate issues, interests, or focus areas concerning the agency's responsiveness and readiness to execute its combat support mission.

(2) The CSART should identify readiness deficiencies prior to the start of Phase 3 and coordinate with the Joint Staff Directorate for Operations, J-3 Readiness Division if needed. Accomplishing these tasks ensures a well-informed assessment.

(3) The Joint Staff Directorate for Strategy, Plans, and Policy, J-5 POC will assist the CSART in accessing CJCS and CCMD plans.

(4) The Joint Staff Directorate for Joint Force Development, J-7 POC will assist and advise the CSART when reviewing CSA joint mission essential task lists (JMETLs), joint training, joint lessons learned, and UJTL matters.

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c. Data Collection and Analysis. Designated POCs will provide their J-Dir/office's perspective by reviewing the issues and capability shortfalls identified by the CCMDs and Military Services. The intent of this action is to ensure the CSART fully understands the scope of the issue and the Joint Staff policies and equities affecting the issue, including feasible solutions.

d. Report Preparation and Coordination

(1) Assist in developing the assessment of agency responsiveness and readiness, deriving findings, and developing feasible and actionable recommendations to correct the shortfall.

(2) Review the CSART assessment report and provide appropriate coordination on the report. In the event the J-Ddir nonconcurs, the J-Dir's POC for the CSART will serve as the "entry point" for adjudication.

e. Report Out-Briefs and Dissemination. The designated POCs will assist in disseminating the approved report and coordinating out-briefs for their J-Dirs, as required.

f. Post-Assessment Actions

(1) Identify a lead office and POCs to SARAQ for implementing any recommendations assigned by the CJCS. SARAQ will pass POCs to PSAs and CSAs. J-Dirs will also provide the implementation status of recommendations to SARAQ and the corresponding PSA not later than (NLT) six months from the release of the DepSecDef's POA&M, and upon notification (Phase 2) of a CSA assessment.

(2) Utilize the CSART findings and recommendations to address readiness shortfalls and assist Joint Staff J-8 in synchronizing the CSART with the CRS.

(3) Ensure the CSA biennial assessments inform DoD senior leadership and the congressional defense committees.

(4) Monitor implementation of the CSART assessment's recommendations.

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Appendix A  
Enclosure B

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## APPENDIX B TO ENCLOSURE B

### OFFICE OF THE SECRETARY OF DEFENSE COMPONENT HEAD RESPONSIBILITIES

1. Purpose. This appendix outlines OSD Component Head responsibilities in the CSART assessment process as directed in reference b and consistent with reference r.

2. General. The PSA will assist the CSART in identifying OSD issues and the effects of those issues upon CSA responsiveness and readiness. Additionally, the PSA will identify recommendations to resolve issues or address findings and represent OSD interests. The responsibilities of the PSA are outlined below.

a. Notification and Progress Review. Upon CJCS notification of the pending assessment, OSD will designate a PSA POC to coordinate with the CSART, represent OSD for the duration of the assessment, and attend all CSART coordination meetings. PSA POCs should immediately contact SARAQ to exchange contact information. The PSA will also provide SARAQ with the most current, and approved, progress review. Whenever the SecDef directs OSD to implement any recommendations from the prior assessment, the OSD POC will provide implementation status of the recommendation upon request from SARAQ.

b. Assessment Preparations

(1) Provide functional expertise and identify any PSA issue, interest, or focus area(s) concerning the CSA's support to the CCMDs.

(2) Schedule a CSART brief to the principal responsible for oversight of the CSAs. The purpose of this brief is to inform the principal of the purpose and scope of the CSART assessment and to identify any OSD issues concerning the CSA's support to the CCMDs.

c. Data Collection and Analysis

(1) Review the issues and capability shortfalls reported by the CCMDs and provide OSD perspective(s) on the same.

(2) Submit issues or capability shortfalls within the scope of the assessment for the CSART to consider.

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(3) Provide a single POC with enough experience and tenure to travel with the CSART as required and see the assessment to completion.

(4) Participate in the development of findings, issues, and recommendations.

d. Report Preparation and Coordination. The Joint Staff will request the PSA review the CSART assessment, obtain any additional OSD reviews and coordination, and provide principal-level coordination on the report. In the event OSD desires to comment on the report, the PSA POC will serve as the CSART “point of entry” for adjudication. Nonconcurrences require approval from the coordinating organization’s general officer/flag officer/senior executive service (GO/FO/SES) and should be accompanied by specific objections, supporting rationales, and recommendations for correction. The purpose of this review is to identify and correct any potential issues in the final report before the CJCS signs the endorsement memorandum. IAW reference m, the suspense for this action is 14 workdays.

e. Report Out-Briefs and Dissemination

(1) Schedule a CSART out-brief to the principal following the CSART out-brief to the director of the CSA.

(2) Request the PSA identify a lead office to SARAQ for implementing applicable recommendations in the SecDef-endorsed assessment report.

f. Post-Assessment Actions

(1) Recommendations in the CSART assessment will be reviewed and implemented under the direction of the PSA. Upon SecDef endorsement of the report’s findings, issues, and recommendations, the PSA will provide the DepSecDef, DA&M, CJCS, and the affected DoD components with a POA&M to implement the assessment’s recommendations. The PSA will provide these organizations with a POA&M update every six months thereafter. The CJCS, in coordination with DA&M, will monitor implementation.

(2) The PSA should verify that the CJCS recommendations are consistent with strategic planning guidance, propose offsets, and provide programming guidance to the Director, Cost Assessment and Program Evaluation for the CSA or affected component to address the recommendation in its program objective memorandum submission. The Program Review Issue Teams will adjudicate unresolved issues and final decisions will be reflected in program decision memorandums and program budget decisions.

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## APPENDIX C TO ENCLOSURE B

### COMBAT SUPPORT AGENCY RESPONSIBILITIES

1. Purpose. This appendix outlines CSA responsibilities in the CSART assessment process.
2. General. CSAs are primary participants and are involved in all phases of the CSART assessment process. The formats for all input required for the CSART assessment will be disseminated electronically. The CSA responsibilities are outlined below.
  - a. Notification and Progress Review. Designate a CSA POC with enough experience and tenure to coordinate with the CSART and facilitate the assessment through completion (O-6/GS-15-level preferred). Agency POCs should immediately contact SARAQ to exchange personal contact information. The CSA will also provide, via the PSA, a status of the implementation of the DepSecDef-directed recommendations from the prior assessment upon SARAQ request.
  - b. Assessment Preparations
    - (1) Provide the CSART with all readiness reports and supporting information since the last assessment; agency strategic plans; supporting plans; future capabilities; JMEL and/or other relevant combat support tasks, if applicable; and identified command-linked tasks from the CCMDs.
    - (2) Identify any agency capability shortfalls, areas of interest, or concerns, as appropriate.
    - (3) Schedule a CSART brief to inform the CSA's director of the purpose and scope of the CSART assessment.

#### c. Data Collection and Analysis

- (1) Provide information to the CSART during the state of the agency briefings on: planning, future capability, warfighting programs, JCIDS actions the agency sponsors, support to military operations, resources, readiness, readiness reporting procedures, and other information as requested by SARAQ.
  - (2) Review all input and provide the agency's perspective on the issues and capability shortfalls with supporting information. Make agency SMEs available to discuss all matters deemed appropriate.

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- (3) Provide a single POC to travel with the CSART, as required.
- (4) Participate in the initial development of findings, issues, and recommendations.

d. Report Preparation and Coordination

- (1) Assist SARAQ in refining the list of findings and issues and in developing feasible and actionable recommendations to correct identified issues.
- (2) Review the CSART assessment and provide director-level endorsement. In the event an agency desires to make comment on the report, the agency POC will serve as the CSART point of entry for adjudication. Given the independent authority of the CJCS, the Joint Staff will consider agency comments concerning errors of fact. However, the Joint Staff is not obligated to change the findings on the report, or assessment of agency readiness, based upon an agency nonconcurrence.

e. Report Out-Briefs and Dissemination

- (1) Receive a CSART assessment out-brief at the director-level. Note, the director may provide endorsement of the report after the out-brief.
- (2) Identify a lead office to the PSA POC and SARAQ for implementing applicable recommendations in the DepSecDef-endorsed report and subsequent POA&M.

f. Post-Assessment Actions. The CSA will provide the status of implementation actions to the PSA NLT six months after DepSecDef has endorsed the report, and every six months thereafter until all recommendations in the POA&M are resolved.

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## APPENDIX D TO ENCLOSURE B

### COMBATANT COMMAND RESPONSIBILITIES

1. Purpose. This appendix outlines CCMD responsibilities in the CSART assessment process.
2. General. CCMDs provide significant input to the CSART assessment. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each CCMD are outlined below.
  - a. Notification and Progress Review. Upon notification, each CCMD will designate a command POC for each assessment to coordinate with the CSART and facilitate data collection. Command POCs should immediately contact the SARAQ to exchange contact information.
  - b. Assessment Preparations. In cases where the DepSecDef has directed the CCMDs to implement any recommendation from the prior assessment, they will provide a status of those recommendations upon SARAQ and/or PSA POC request.
  - c. Data Collection and Analysis
    - (1) Review the JMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in providing combat support. Additionally, special attention should be paid to those tasks where the CCMD has established links from its JMETL to the CSA's JMETL.
    - (2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the CSA to support the CCMD, subordinate joint task force(s), Service component commands, and functional component commands, including theater special operations commands. Describe the effects of proposed solutions on command readiness and/or capabilities. Command POCs consolidate this input from all components, ensure it is in the format SARAQ provided, obtain division chief (O-6 planner or GS-15 equivalent) approval, and submit the command's input IAW the notification memorandum.
    - (3) Coordinate CSART interviews with key staff members of the CCMD. Topics for these interviews will be developed using CCMD and Service (where appropriate) responses to questionnaire; direct inputs from the CSA, Joint Staff, and OSD; and research strategic documents and other guidance. The

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CSART may provide the commands with a list of issues and capability shortfalls being addressed prior to the visit. However, the CCMDs may address additional topics relevant to the support the CSA provides. The command POC will:

- (a) Schedule a CSART office call with the CCMD Deputy Commander or Chief of Staff and the appropriate J-Director to provide information and solicit senior leader input.
- (b) Develop a schedule for CSART interviews with SMEs on the issues and capability shortfalls.
- (c) Remain the primary coordinator for information throughout the data collection phase as the CSART process refines existing issues and identifies new issues.
- d. Report Preparation and Coordination. Review and provide division chief (O-6 planner) coordination on the report. In the event the command desires to comment on the report, the command POC will serve as the CSART point of entry for adjudication. A GO/FO/SES endorsement is required from any organization that nonconcurs, and should include specific objections and the supporting rationale.
- e. Report Out-Briefs and Dissemination
  - (1) Forward the results of the assessment to the command's readiness officer for use in the command's assessment of CSA support required by the CRS.
  - (2) In the event CCMDs are assigned responsibility for implementing any CSART recommendations, each CCMD will identify a lead office to coordinate with the PSA POC and SARAQ.
- f. Post-Assessment Actions. Provide the status of CCMD implementation actions to the PSA NLT six months after the DepSecDef has endorsed the assessment report, and every six months thereafter until the POA&M issues are resolved.

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## APPENDIX E TO ENCLOSURE B

### SERVICE RESPONSIBILITIES

1. Purpose. This appendix describes Service responsibilities in the CSART assessment process.
2. General. Military Services have the opportunity to provide input to the CSART assessment, or determine that there are “no Service equities” IAW reference n. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each Service are outlined below.
  - a. Notification and Progress Review. Upon notification, each Service will designate a Service POC for each assessment to coordinate with the CSART and facilitate data collection. In cases where the DepSecDef has directed the Military Services to implement a recommendation from the prior assessment, the Military Services will provide the recommendation implementation status upon request from the SARAQ or the PSA POC.
  - b. Assessment Planning and Research. Designate POCs to coordinate with the CSART and facilitate data collection. Immediately contact SARAQ to exchange contact information.
  - c. Data Collection and Analysis
    - (1) If applicable, review the JMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in executing these tasks in support of the Military Services.
    - (2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the agency to support the Military Services’ combat support mission. Service POCs will provide this input to the CSART and ensure it is in the format SARAQ provided with the notification memorandum.
    - (3) Coordinate CSART interviews (onsite or via video teleconference) with appropriate Service organizations and staff members. Additionally, the following related tasks are required:
      - (a) Schedule a CSART in-brief with the Service staff director to provide information and solicit senior leader input.

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- (b) Coordinate with the CSART to schedule interviews with the Service SMEs on the issues and capability shortfalls the CCMDs identified during the assessment.
- (c) Remain the primary coordinator for information throughout the remainder of the data collection phase as the CSART refines existing issues and identifies new issues.
- d. Report Preparation and Coordination. Review the CSART assessment report, and provide Service Secretary endorsement when the report includes Service equities. In the event the Service desires to make comment on the report, the Service POC will serve as the CSART point of entry for adjudication. Nonconcurrences require GO/FO/SES endorsement from the organization that disagrees, and should include specific objections and supporting rationale.
- e. Report Out-Briefs and Dissemination. In the event the Military Services are assigned responsibility for implementing any CSART recommendations, each Service will identify a lead office to coordinate with the PSA POC and SARAQ.
- f. Post-Assessment Actions. Provide the status of Service implementation actions to the PSA NLT six months after the DepSecDef has endorsed the assessment report, and every six months thereafter until the POA&M issue is resolved.

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## ENCLOSURE C

- a. Title 10, U.S. Code, section 193
- b. DoDD 3000.06, 27 June 2013, incorporating change 1, 8 July 2016, “Combat Support Agencies (CSAs)”
- c. Title 10, U.S. Code, section 153
- d. DoDD 5105.64, 10 January 2013, incorporating change 1, 2 March 2023, “Defense Contract Management Agency (DCMA)”
- e. DoDD 5105.22, 29 June 2017, “Defense Logistics Agency (DLA)”
- f. DoDD 5105.62, 24 April 2013, incorporating change 1, 10 November 2015, “Defense Threat Reduction Agency (DTRA)”
- g. DoDD 5105.19, 15 February 2022, “Defense Information Systems Agency (DISA)”
- h. DoDD 5105.21, 25 January 2023, “Defense Intelligence Agency (DIA)”
- i. DoDD 5105.60, 29 July 2009, “National Geospatial-Intelligence Agency (NGA)”
- j. DoDD 5100.20, 26 January 2010, “National Security Agency/Central Security Service (NSA/CSS)”
- k. DoDD, 5136.13, 30 September 2013, incorporating change 1, 2 March 2022, “Defense Health Agency (DHA)”
- l. CJCSI 5123.01 series, 30 October 2021, “Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)”
- m. DoDM 5110.04-M-VI, 16 June 2020, incorporating change 2, 6 June 2022, “DoD Manual for Written Material: Correspondence Management”
- n. CJCSI 5711.01 series, 12 September 2022, “Policy on Action Processing”
- o. DoDD 7730.65, 31 May 2023, “Department of Defense Readiness Reporting System (DRRS)”

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- p. CJCSI 3401.01 series, "Joint Combat Capability Assessment"
- q. CJCSI 3401.02 series, "Global Status of Resources and Training System (GSORTS) Structure"
- r. DoDD 5100.01, 21 December 2010, incorporating Change 1, 17 September 2020, "Functions of the Department of Defense and Its Major Components"

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## GLOSSARY

### PART I – ABBREVIATIONS AND ACRONYMS

ASD(HA)	Assistant Secretary of Defense for Health Affairs
CIO	Chief Information Officer
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
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSART	Combat Support Agency Review Team
DCMA	Defense Contract Management Agency
DHA	Defense Health Agency
DIA	Defense Intelligence Agency
DA&M	Director of Administration and Management
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoD	Department of Defense
DOTmLPF-P	doctrine, organization, training, material, leadership and education, personnel, facilities, and policy
DTRA	Defense Threat Reduction Agency
FCB	Functional Capabilities Board
GO/FO/SES	General Officer/Flag Officer/Senior Executive Service
JCIDS	Joint Capabilities Integration and Development System
JMETL	joint mission-essential task list
JROC	Joint Requirements Oversight Council
NGA	National Geospatial-Intelligence Agency
NSA	National Security Agency
NSA/CSS	National Security Agency/Central Security Service
OSD	Office of the Secretary of Defense
POA&M	Plan of Action and Milestones
POC	point of contact
PSA	Principal Staff Assistant

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SARAO Support Agency Review and Assessment Office

UJTL	Universal Joint Task List
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

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## PART II – DEFINITIONS

**Combat Support Agency.** Combat Support Agencies (CSAs) are Department of Defense (DoD) agencies or activities designated by Congress or the Secretary of Defense. They provide combat support or combat service support functions to joint operating forces across the spectrum of military operations and in support of Combatant Commanders (CCDRs) executing military operations. CSAs perform support functions or provide supporting operational capabilities consistent with their established directives and pertinent DoD planning guidance. In essence, a CSA provides capabilities a CCDR requires to prepare for, or execute, assigned campaign or contingency plans. See reference 1.

**Combat Support Mission.** The Combat Support Agency (CSA) delivers capabilities and support necessary to execute the operational military missions of the Combatant Commands (CCMDs). The combat support mission is derived from the specified missions and tasks designated in a Chairman of the Joint Chiefs of Staff (CJCS) or CCMD campaign plan, contingency plan, operations order, execution order, or in operational directives issued by the CJCS. These missions are characterized by direct support to a supported or supporting joint or combined operational commander engaged in military operations across the range of military operations. The CSA's combat support mission is usually a subset of the overall agency mission, which often includes broader, general support to the Department of Defense and its components; general support to the readiness of the DoD components; or support to interagency elements.

**Operating Forces.** The term “operating forces” refers to the Combatant Commands and their supporting Service components.

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