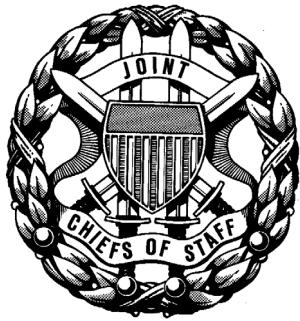


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14 May 2021

**COALITION CAPABILITY DEMONSTRATION AND ASSESSMENT (BOLD
QUEST) GOVERNANCE AND MANAGEMENT**

References:

a. CJCSI 5127.01 Series, "Joint Fire Support Executive Steering Committee (JFS ESC) Governance and Management"

b. CJCSI 5141.01 Series, "Combat Identification - Friendly Force Tracking Executive Steering Committee (CID-FFT ESC) Governance and Management"

1. Purpose. This instruction establishes the Coalition Capability Demonstration and Assessment (CCD&A), more commonly known as "Bold Quest (BQ)," as a mechanism to facilitate participant-defined warfighting interoperability and capability demonstrations and assessments through a recurring cycle of joint and multinational events. BQ events are aligned with Chairman of the Joint Chiefs of Staff (CJCS)-chartered bodies and programs of work discussed in references a and b and elaborated in enclosures A and B.

2. Superseded/Cancellation. CJCSI 6265.01, "COALITION CAPABILITY DEMONSTRATION AND ASSESSMENT (BOLD QUEST) GOVERNANCE AND MANAGEMENT," 23 July 2015 is hereby superseded.

3. Applicability. This instruction applies to the Combatant Commands (CCMDs), Joint Staff (JS), Services, and Department of Defense (DoD) agencies. It will also be shared with other organizations to support their interest or participation in BQ, as appropriate.

4. Policy. This instruction provides policy on the governance, organization, processes, and responsibilities for implementing the CCD&A, as discussed in enclosure A.

5. Definitions. See Glossary.

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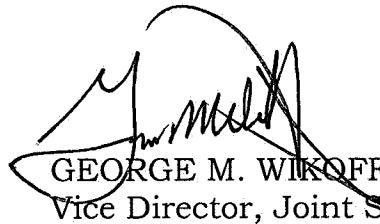
6. Responsibilities. See enclosure B.

7. Summary of Changes. Changes are primarily administrative. Minor substantive changes reflecting historical updates and the evolution of coalition interoperability efforts were made, including citing BQ as a venue for Joint All Domain Command and Control (JADC2) experimentation, and JADC2 as an expansion of BQ "Competencies and Mission Areas."

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at [<https://www.jcs.mil/library/>]. JS activities may also obtain access via the SIPR Directives Electronic Library Web sites.

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

For the Chairman of the Joint Chiefs of Staff:



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

Enclosures

A - Policy

B - Responsibilities

GL - Glossary

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ENCLOSURE A

POLICY

1. The CJCS has identified interoperability as a fundamental element of the future Joint Force. Therefore, the CJCS emphasized the need to define and enforce interoperability standards for future capabilities while evaluating the impact of the current state of interoperability on the Joint Interagency Intergovernmental and Multinational Environment. This interoperability must span the CCMDs, Services (to include centers of excellence), JS, other governmental agencies, and partner nations (PN) in a manner that paces and synchronizes independent efforts. In support of this, the BQ CCD&A series is a collaborative joint and multinational enterprise in which resource-providing sponsors, participants, and observers partner to leverage the collective power of their resources to advance the interoperability of fielded and emerging capabilities, providing periodic operational demonstrations during which participants converge to demonstrate and assess capabilities in a Coalition operational context.
2. Given the inherently collaborative nature of the BQ enterprise, by design no single organization, U.S. or Allied, has overarching authority to direct national, Service, or program participation and resourcing. Reflecting the general consensus of participating nations, Services, and programs, and dependent upon future resourcing, the recurring cycle of BQ operational demonstrations is two per fiscal year (FY), nominally designated BQ XX.1 and BQ XX.2. The two demonstrations will be spaced approximately 6 months apart in order to facilitate the planning and execution of participants who desire to resource both yearly demonstrations in either a related (i.e., risk reduction or building block from one event to the next) or independent approach. The demonstrations will vary in scale, venue, and architectures, as driven by the compilation of participating national, Service, and program objectives and associated requirements. Concept development, planning and execution for the two current FY events proceed concurrently with development and planning for future FY events.
3. The BQ cycle consists of concept development, planning, operational demonstration execution, and post-demonstration analysis and reporting. A JS J-6 memorandum inviting Joint and multinational participation initiates the concept development process. The BQ core staff facilitates coordination and sponsors activities engaging all participants to develop plans, define actions, and create schedules to support accomplishment of national, Service, or program objectives. Each operational demonstration is generally conducted over a 1-month period which includes network and logistic infrastructure

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establishment, participant deployments, operational preparations, live/virtual operations and data collection, and redeployment. Analysis and reporting requirements vary by event based on participation and objectives, but are typically completed within 90-days following the event.

4. Background. BQ began as the Coalition Combat Identification Advanced Concept Technology Demonstration in 2001, under U.S. Joint Forces Command (USJFCOM), and conducted its first operational demonstration in 2003. It was extended twice at U.S. Service and Allied request and in 2008 began its evolution to a recurring Coalition capability demonstration. BQ transitioned to JS sponsorship in 2011 with the disestablishment of USJFCOM. Since 2003, 23 operational demonstrations of varying scope and scale have been conducted at major training installations and test ranges across the U.S. and on three occasions in Europe. Since 2012, BQ has sought greater efficiencies through increased alignment with Service test, experimentation, and training events.

5. Organization. The JS J-6 Deputy Directorate for Cyber and Command, Control, Communications and Computers Integration (DD C5I), Joint Fires Integration Division (JFID), Demonstration Branch, comprises the BQ core staff. This team is augmented as required by functional expertise from other JS and DoD organizations. The organization of each BQ event is tailored to the participants, objectives, and alignments and partnerships involved; general organizational concepts are discussed below.

a. Joint Staff. Overall operational sponsorship is exercised by the Director, J-6 (DJ-6), via the DD C5I. Within DD C5I, the JFID manages the BQ planning process and supervises, onsite, the execution of collaboratively planned data collection operations. The JFID Demonstrations Branch Chief is the BQ Operational Manager and supervises the BQ management support staff. Other divisions within DD C5I augment the BQ core management staff with functional expertise dependent on the objectives associated with a particular BQ demonstration. DD C5I coordinates support across JS directorates as equities in an event are identified.

b. U.S. Services. Representation from U.S. Services varies based upon mission areas and objectives being demonstrated. Participants involved may include headquarters staff, capability developers, program management offices, training and operational units, test and evaluation activities, and others as determined by the Service.

c. Office of the Secretary Defense (OSD), DoD Components, and Agencies. Offices outside the JS and Military Departments (e.g., OSD staff; Office of the Director, Operational Test and Evaluation; and Missile Defense Agency) are

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encouraged to participate in BQ as opportunities arise and to provide representation based on their interests.

d. Other U.S. Government Agencies. Due to initiatives involving aviation elements, the Federal Aviation Administration is a key participant to coordinate with during event planning. Interagency participation in BQ is encouraged when mission area objectives under demonstration align with the interest and needs of other U.S. Government Agencies.

e. Allied and Partner Nations. Invitations to participate in BQ are extended through previously established contacts and mechanisms for interaction with allied and PNs (see Alignments and Partnerships under paragraph 7). Just as with U.S. Services, participating nations determine their objectives, organization, and level of participation.

6. Operational Management. BQ is fundamentally a collaborative endeavor; decision making within most areas of planning and execution is by consensus. Participants define their objectives and requirements and resource their own efforts. The BQ Operational Manager facilitates the planning and execution processes and primarily seeks to set the conditions for nations, Services, and programs to successfully accomplish their objectives. Within the guidance provided by DJ-6 and DD C5I, with inputs from participants and accounting for relevant factors, the Operational Manager determines expenditure of JS BQ funds, schedules, venues, network configurations, and other key aspects of the event. Similar to concept development and planning, the execution of the BQ operational demonstrations is collaborative. The JS's Operational Manager leads an execution management team comprised of empowered representatives of the U.S. and PN stakeholders, responsible for the execution of detailed plans developed well in advance of the operational demonstration. The management team closely monitors the achievement of specific assessment objectives and data collection on a daily basis and collectively adjusts execution to meet gaps or contingencies (e.g. weather, technical issues). This is an approach to collaborative planning and execution developed and proven through nearly two decades of BQ experience.

7. Alignments and Partnerships. BQ activities are aligned with CJCS-chartered bodies and programs of work discussed in references a and b, respectively, for the Combat Identification (CID)-FFT and Joint Fire Support (JFS) ESCs, and cognizant North Atlantic Treaty Organization (NATO) Consultation, Command and Control Organization (C3) Capability Panels working similar mission areas and capability development. BQ also supports JADC2 experimentation, by providing a venue for demonstrations and assessments to accelerate and improve testing of Command and Control (C2) initiatives and support resolution of capability gaps. Service participation, at the request of the JADC2 Cross Functional Team (CFT), would be accomplished

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in accordance with BQ processes for participant-defined objectives and self-resourcing. Expertise to support National or Service initiatives in mission areas outside these groups is engaged to ensure proper planning and execution. BQ seeks out alignments with other test, training, assessment, and demonstration events where efficiencies and mutual benefit can be achieved.

8. Competencies and Mission Area Focus. BQ focuses on joint and Coalition interoperability of fielded and developmental fires and fire support C2 systems, primarily in surface and air fires, that support and expedite the “kill chain.” Historically, demonstrated core competencies include combat identification (including Identification Friend or Foe systems), friendly force tracking and information sharing, digitally aided close air support, joint fire support, live/virtual system integration, cyber integration (tactical level), common operational picture, and operating in a mission network environment. Recent BQ demonstrations have seen increasing coalition-wide interest in air-ground integration, coalition intelligence, surveillance and reconnaissance, JADC2 and sensor-to-shooter interoperability, and Federated Mission Networking/Mission Partner Environment capability development.

9. Level/Type of Participation. Nations and Services determine their level and type of participation based on their internal processes and proposed objectives. Types of participation ranges from observer to force provider; examples of force providers include small ground-based elements and tactical teams, single or multiple aircraft or vehicles, command and control systems, and personnel augmentees to exercise control or analytical cells. Most participants deploy to one or more venues, and some operate from home station. Network elements may include significant distributed aspects.

10. Documentation. Various types of documents, tailored to the circumstances of a specific BQ cycle and signed at the general/flag officer or senior civilian level, are produced to provide guidance and facilitate planning and execution. An invitation memorandum issued by the JS J-6 initiates the planning process for a given BQ cycle. Other documents may include an announcement memorandum defining broad alignment and collaboration objectives, senior-level statement of commitment, and/or an overarching event-specific directive (e.g., joint exercise directive) defining commitments, obligations, and responsibilities of participating nations and organizations.

11. Bold Quest Planning and Execution Cycle

a. Concept Development. The BQ concept development process begins with a JS J-6 memorandum inviting joint and multinational participation in the BQ set of demonstrations for the upcoming FY. This formal announcement will normally be distributed early in the preceding FY to afford participants an opportunity to develop and align their objectives and resources with the

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announced timing for the upcoming demonstrations. The JS manages the collection of national, Service, and program objectives and the early definition of requirements derived from the objectives set. These requirements drive the operational and network architectures that the JS develops to meet the varied needs of BQ sponsors.

b. Planning Events. For travel economy, in-person meetings are limited to the minimum necessary to bring joint and multinational participants together at key intervals during planning for face-to-face confirmation of critical event details. When feasible, these meetings are conducted concurrently with other events, such as site surveys or meetings of staffs and organizations aligning or collaborating with BQ, in order to accomplish multiple objectives. Throughout planning, maximum use is made of electronic and virtual collaboration tools to develop planning products, maintain continuity between in-person meetings, or serve as a substitute medium for coordination when conditions or circumstances prevent face-to-face meetings.

c. Deployment, Operational Demonstration Execution, and Redeployment. These activities typically encompass a 30-day period. Network and logistics personnel are first in sequence to establish the necessary infrastructure in advance of staff and unit deployments. Once on station, units begin operational preparations and equipment checkout, tactical communications and connectivity are established, and exercise control staffs initiate daily routines and battle rhythm. Live and virtual operations and associated data collection periods typically range up to 14 days, based on participants' objectives. Redeployment activities ensure all participants and resources are properly prepared for return to home station and host installation requirements have been satisfied.

d. Reporting and Information Management. Reporting requirements vary by event. Participating nations, Services, and programs conduct their own analysis and produce independent reports based on their objectives and level of participation. Respective nations, Services, and programs are responsible for access, sharing, and archiving of their reports, and are encouraged to consider providing their reports to the U.S. Joint Experimentation Network data repository. BQ staff may produce general planning information, an overarching executive summary, and the like, and will be responsible for access, sharing, and archiving of such information.

12. Resourcing. Whether conducting an independent BQ event or one aligned with other partners, all participants sharing resources, network architectures, technical and nontechnical capabilities, and forces that sponsors provide realize the maximum dividend due to economies of scale that would be unavailable to them in an event performed in isolation. BQ funds are used to facilitate requirements of common benefit to all participants (e.g., network and

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tactical data link infrastructure, logistics). Services will resource their own participation, including deployment, redeployment, and all classes of supplies to be consumed during execution. During aligned events, in cases where integration opportunities identified during the planning process create additional requirements and costs, a Joint Integrated Process Team will develop a proposed course of action for the timely review and approval of the signatory stakeholders and appropriate resource sponsors.

13. Force and Venue Coordination. Force and venue requirements are derived from participants' objectives and initiatives defined in the concept development and planning processes. Once force requirements are known, requests are made through existing Service force provider processes. Additional coordination takes place through relationships established in previous BQ events and communities of interest in various mission areas and programs involved in planning. Venue selection is based on several factors including suitable air and ground operating space; availability and schedule flexibility; Coalition access; and proximity to demonstration forces, logistic support, and seasonal weather patterns.

14. Risk Reduction Events. Opportunities for risk reduction activities are developed based on objectives, resources, and timelines. When feasible, activities should be pursued that increase readiness to accomplish objectives during subsequent operational demonstration windows.

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ENCLOSURE B

RESPONSIBILITIES

1. Joint Staff

- a. JS directorates support and participate in BQ planning.
- b. JS J-6, Command, Control, Communications and Computers/Cyber Directorate provide senior-level oversight and guidance, and engage Joint, Service, and other counterparts, as required.
- c. JS J-6, DD C5I
 - (1) Initiate planning for a given BQ cycle by distribution of invitation memoranda to Joint, Service, and PN counterparts.
 - (2) Integrate awareness of BQ planning and opportunities into programs of work of CID-FFT and JFS ESCs, and NATO C3 Organization, JADC2 CFT, and other groups working related capability development actions to identify opportunities for collaboration.
 - (3) Convene meetings of BQ stakeholders to approve planning, provide guidance, and resolve issues as required.
- d. JS J-6, DD C5I, Joint Fires Integration Division, manage BQ core staff in the implementation of planning and execution functions described in this instruction.

2. Combatant Commands, Services, DoD and Other U.S. Government Agencies, and Participating Allied and Partner Nations

- a. Propose initiatives and objectives for inclusion in BQ.
- b. Support planning with appropriate operational, technical, and subject-matter-expertise representation to facilitate accomplishment of initiatives and objectives.
 - (1) Provide radio frequency management support, to include evaluating potential spectrum conflicts, administrative and technical support for processing and coordinating BQ spectrum requirements and obtaining approvals, and reviewing spectrum usage plans. (U.S. Strategic Command Joint Frequency Management Office)

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(2) Support operational demonstration execution by meeting force and other support commitments that establish dependencies among other participants.

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GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

BQ	Bold Quest
CJCS	Chairman of the Joints Chiefs of Staff
CCD&A	Coalition Capability Development and Assessment
CCMDs	Combatant Commands
CID	Combat Identification
C2	Command and Control
C3	Consultation, Command and Control Organization
CFT	Cross Function Team
DoD	Department of Defense
DD C5I	Deputy Directorate for Cyber and Command, Control, Communications and Computers Integration
DJ-6	Director, J-6
ESC	Executive Steering Committee
FY	Fiscal Year
FFT	Friendly Force Tracking
JFID	Joint Fires Integration Division
JFS	Joint Fire Support
JS	Joint Staff
JADC2	Joint All Domain Command and Control
NATO	North Atlantic Treaty Organization
OSD	Office of the Secretary Defense
PN	Partner Nation
USJFCOM	U.S. Joint Forces Command

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Glossary

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