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**CJCSI 3030.01A
3 October 2022**

**IMPLEMENTING
JOINT FORCE
DEVELOPMENT AND DESIGN**



**JOINT STAFF
WASHINGTON, D.C. 20318**

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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3 October 2022

IMPLEMENTING JOINT FORCE DEVELOPMENT AND DESIGN

References:

See Enclosure G

1. Purpose. In accordance with reference a, this instruction implements and describes the process by which the Chairman of the Joint Chiefs of Staff (CJCS) fulfills joint force development responsibilities. This instruction describes Joint Force Development and Design (JFDD) processes, their execution, and their interaction with other departmental systems, processes, and CJCS responsibilities. These relationships accelerate joint force development and design by fostering rapid, iterative learning throughout the joint force.
2. Superseded/Cancellation. CJCSI 3030.01, 3 December 2019, is hereby superseded and CJCSI 3010.02E, 17 August 2016 is hereby cancelled.
3. Applicability. This instruction applies to the Joint Staff, Services, Combatant Commands (CCMDs), National Guard Bureau (NGB), Defense Agencies, and Chairman's Controlled Activities (CCAs).
4. Policy. JFDD enables the CJCS to fulfill legal responsibilities established in title 10, U.S. Code. Specifically, paragraphs (a)(5) and (a)(6) of Title 10, U.S. Code, section 153 (reference a) directs the CJCS in matters relating to "Joint Capability Development" and "Joint Force Development Activities." Fulfilling the CJCS's responsibilities for capability and force development requires deliberate processes and integrated activities to translate concepts into proficiency and subsequent doctrine. Aligning these interdependent activities enables the CJCS to communicate military advice to the Secretary of Defense (SecDef) and the President of the United States on future military and national security challenges.
5. Definitions. See Glossary.

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CJCSI 3030.01A
3 October 2022

6. Responsibilities. See Enclosure E.

7. Summary of Changes. This instruction:

a. Introduces the Joint Warfighting Concept and its implementation plan, Large Scale Global Exercises, Joint Experimentation Guide, Joint Experimentation Forum, Joint Warfighting Notes, Concept Analysis and Validation, and the Analytic Research Program.

b. Revises JFDD governance.

c. Removes the Joint Force Integration Cell and the Capstone Concept for Joint Operations.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the non-secure internet protocol router network. Department of Defense (DoD) Components (including 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.jcs.mil/library>>. Joint Staff activities may also obtain access via the secret internet protocol router network 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 – Guidance for Joint Force Development and Design
- B – Executing and Implementing Joint Force Development and Design
- C – Assessments and Joint Force Development and Design
- D – Guidance for Developing Concepts
- E – Responsibilities
- F – Products and Forums Integrated with Joint Force Development and Design
- G – References
- GL – Glossary

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

TABLE OF CONTENTS

ENCLOSURE A – Guidance for Joint Force Development and Design	A-1
Purpose	A-1
Scope	A-1
Joint Force Development and Design and the Joint Strategic Planning System	A-1
Joint Force Development and Design	A-2
Joint Force Development and Design and the Path to Proficiency	A-5
Joint Warfighting Concept	A-7
Key Stakeholders	A-8
ENCLOSURE B – Executing and Implementing Joint Force Development and Design	B-1
Overview	B-1
Executing and Implementing Joint Force Development and Design	B-2
Build the Force Line of Effort	B-2
Educate the Force Line of Effort	B-7
Incorporating Concepts and Capabilities into Joint Doctrine	B-11
Train the Force Line of Effort	B-13
Coordinating Joint Force Development and Design with Allies and Partners	B-19
Joint Staff Integration	B-19
Management and Direction	B-20
Key Joint Force Development and Design Decisions	B-20
Joint Staff Decision Bodies	B-20
Office of the Secretary of Defense Decision Bodies	B-22
ENCLOSURE C – Assessments and Joint Force Development and Design	C-1
Overview	C-1
Chairman of the Joint Chiefs of Staff Assessments	C-1
Capability Assessments	C-2
Office of the Secretary of Defense Analysis and Assessments	C-3
Outcomes-Based Military Education Assessments	C-3
Assessment Outcomes	C-3
ENCLOSURE D – Developing Concepts	D-1
Overview	D-1
Concept Categories	D-1
Concept Development Process	D-1
Outline for a Concept	D-2
Concept Revision through a Campaign of Learning	D-3
ENCLOSURE E – Responsibilities	E-1

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

Overview	E-1
Office of the Secretary of Defense.....	E-1
Chairman of the Joint Chiefs of Staff	E-1
Vice Chairman of the Joint Chiefs of Staff.....	E-2
Joint Staff Directorates.....	E-2
Services, Combatant Commands, National Guard Bureau, Defense Agencies, and Chairman’s Controlled Activities	E-6
President, National Defense University	E-7
ENCLOSURE F – Products and Forums Integrated with Joint Force Development and Design	F-1
ENCLOSURE G – References	G-1
GLOSSARY	GL-1
Part I – Acronyms and Abbreviations	GL-1
Part II – Definitions	GL-4
FIGURES	
1. Continuum of Strategic Direction	A-2
2. Joint Force Development and Design Across the Continuum of Strategic Direction	A-4
3. Concepts to Concepts of Operations and Concepts of Employment to Concept Required Capabilities	A-7
4. Implementing Joint Force Development and Design	B-1
5. Interaction of Programs, Process, Activities, and Decision Bodies within the Build the Force Line of Effort.....	B-3
6. Interaction of Programs, Process, Activities, and Decision Bodies within the Educate the Force Line of Effort	B-8
7. Incorporating Joint Force Development and Design Outcomes into Joint Doctrine.....	B-12
8. Interaction of Programs, Process, Activities, and Decision Bodies within the Train the Force Line of Effort.....	B-15
9. Progression of Joint Force Development and Design inputs through the Joint Capabilities Integration and Development System	B-22
TABLES	
1. Products and Forums Integrated with Joint Force Development and Design	F-1

ENCLOSURE A

GUIDANCE FOR JOINT FORCE DEVELOPMENT AND DESIGN

1. Purpose. This and subsequent enclosures describe an integrated approach for aligning JFDD processes and procedures and reinforce the urgency to build enduring advantage over our adversaries. This approach accelerates development of alternative operating approaches, supports the rapid acquisition of innovative capabilities to close critical gaps, and postures the joint force to maintain competitive advantages. JFDD is a critical component of the CJCS's continuum of strategic direction as codified in the Joint Strategic Planning System (JSPS; reference b). JFDD interacts with global integration (as described in reference b) and the Joint Capabilities Integration and Development System (JCIDS; references c and d).

2. Scope. This instruction does not repeat existing policy for executing title 10, U.S. Code force development functions. Rather, it describes how the joint force guides, aligns, synchronizes, and integrates these functions to achieve development and design objectives established by senior leadership.

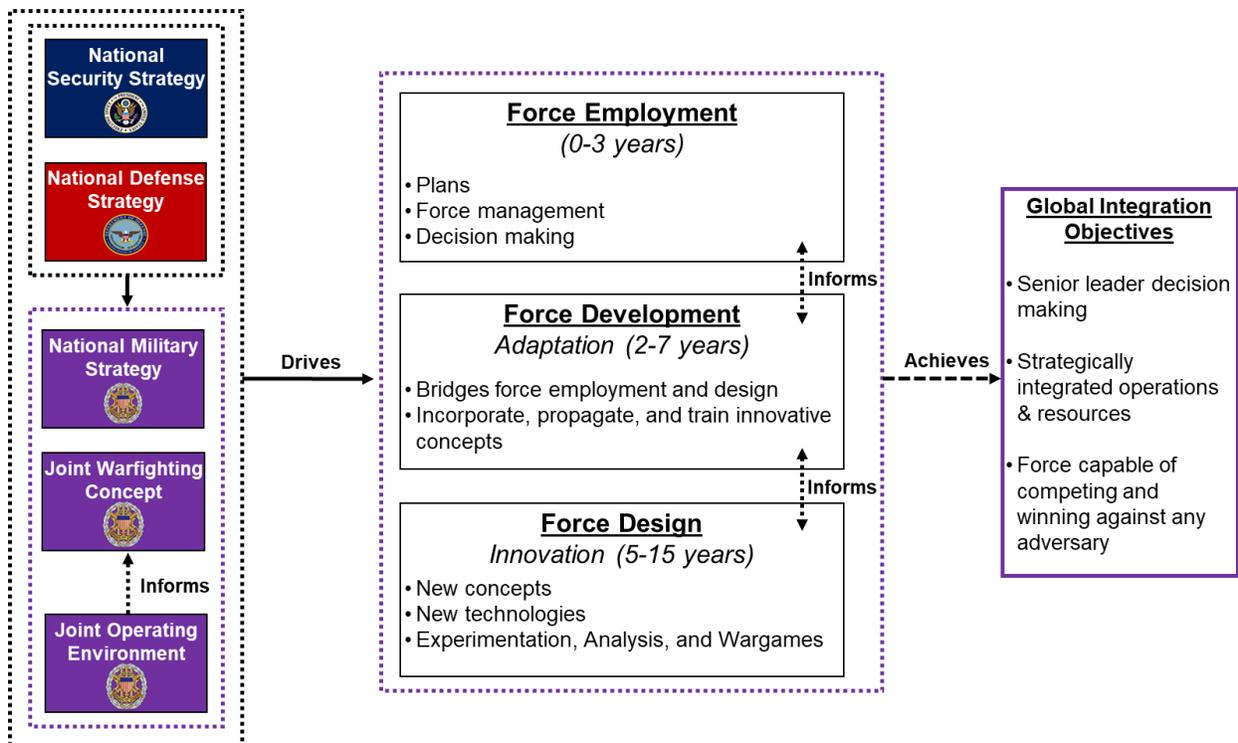


Figure 1. Continuum of Strategic Direction

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CJCSI 3030.01A
3 October 2022

3. JFDD and the Joint Strategic Planning System. The JSPS (reference b) is the method by which the CJCS fulfills responsibilities under title 10, U.S. Code, maintains a global perspective, leverages strategic opportunities, translates strategy into outcomes, and provides military advice for the SecDef and President. The JSPS aligns products and processes to support the CJCS's continuum of strategic direction (Figure 1) on how the joint force employs, adapts, and innovates to meet the requirements of strategic guidance and direction and achieve objectives for global integration.

a. Strategic Direction and Guidance. Senior leaders provide strategic direction and guidance to the joint force for planning, programming, and execution of current and future operations. The *National Security Strategy* (NSS; reference e), *National Defense Strategy* (NDS; reference f), and *National Military Strategy* (NMS; reference g) comprise the principal guidance and direction for JFDD. Additionally, the Joint Operating Environment (JOE; reference h) provides future trends to inform both DoD and Service strategic guidance, and the Joint Warfighting Concept (JWC) informs and is informed by the NDS and NMS regarding future threats, risks, and capabilities.

(1) National Security Strategy. As directed by reference i, the President approves the NSS, which provides descriptions of “the worldwide interests, goals, and objectives of the [United States],” “national defense capabilities...necessary to deter aggression,” proposed “short-term and long-term uses” of elements of national power, and “the adequacy of the capabilities...to carry out the strategy.”

(2) National Defense Strategy. As directed by reference j, the NDS is informed by and supports the NSS. Through the NDS, the SecDef provides formal defense guidance that includes, but is not limited to: descriptions of the “the most critical and enduring threats to national security, a strategic framework” that “guides how the will prioritize among the threats,” the “elements of the defense program necessary to support [the strategy],” and “the major investments in defense capabilities, force structure, force readiness, force posture, and technological innovation that the [DoD] will make (reference j).”

(3) National Military Strategy. As directed by reference a, and built on the guidance in the NSS and NDS (references e and f), the NMS serves as the CJCS's central strategic and planning document, and provides military guidance for the employment, development, and design of the joint force.

(4) Joint Warfighting Concept. The JWC (reference k) is the capstone for JFDD. It is the SecDef- and CJCS-directed, threat-informed, global concept

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

that describes an operational approach to how the joint force will fight in the future; defend U.S., ally, and partner interests; and deter and defeat great power adversaries. It is aligned with strategic guidance and direction from the SecDef and CJCS.

(5) Joint Operating Environment. The JOE (reference h) establishes a baseline understanding of the future operating environment to set conditions for effective joint concept-driven, threat-informed capability development for DoD. It informs the JWC, the NMS, and Service concepts, providing a perspective on future trends, contexts, and implications for future joint force commanders, other leaders, and professionals in the national defense field.

b. Global Integration. Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address trans-regional, all-domain, and multi-functional challenges (reference b). The objective of global integration is to integrate operations and resources globally and highlight force planning capabilities and tradeoffs to enable informed senior leader decision making in support of NDS objectives.

c. Force Employment (0–3 years). Force Employment involves planning, force management, and decision making required to fulfill the defense objectives of the NDS and U.S. national interests in the NSS.

d. Force Development (2–7 years). Force Development is the structured mechanism for adapting current functions, capabilities, and concepts to improve future joint force effectiveness in achieving national strategic objectives in accordance with NDS prioritization.

e. Force Design (5–15 years). Force Design is a process of innovation through concept development, experimentation, prototyping, research, analysis, wargaming, and other applications of technology and methods to envision a future joint force. The joint force continuously innovates to discover new ways of operating and integrating revolutionary capabilities that maintain and expand competitive advantage against potential adversaries in accordance with NDS prioritization.

4. Joint Force Development and Design. JFDD is the iterative and continuous process of improving the effectiveness of the current and future joint force through concept development, assessment, capability development, and joint force proficiency. JFDD assesses the joint force strategic capabilities in comparison with our enemies and adversaries, measures our current capabilities against assumed strategic risk, and provides technological and operational solutions to bridge those gaps and sustain competitive advantage

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across two overlapping time horizons. This multi-year process is implemented through three lines of effort (LOEs): **Build the Force**, **Educate the Force**, and **Train the Force**. These LOEs consist of activities, products, programs, and decision bodies that interact to take the joint force from concept to proficiency. The **campaign of learning** is the aggregation and analysis of lessons and analytic results from all LOEs.

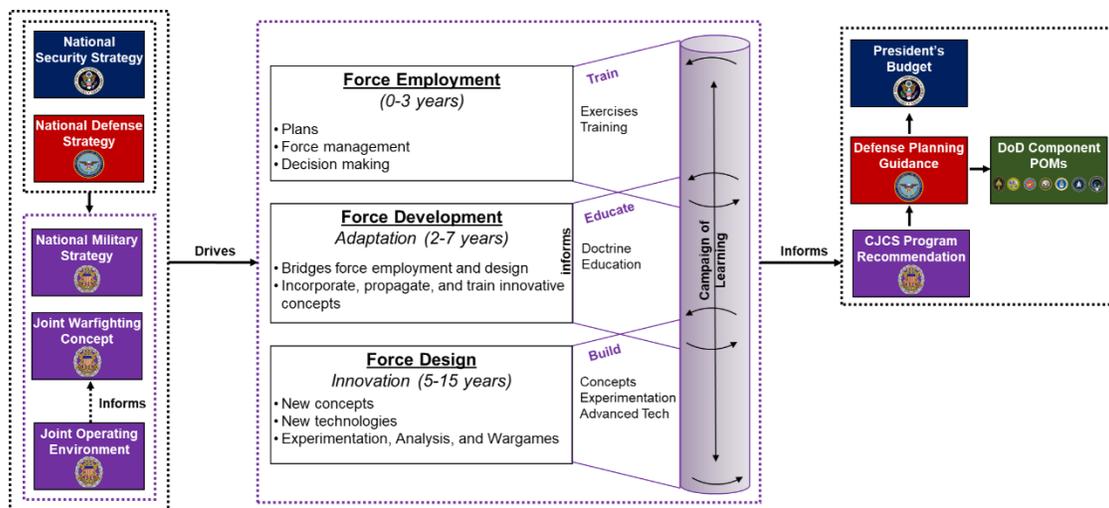


Figure 2. JFDD Across the Continuum of Strategic Direction

5. Joint Force Development and Design Path to Proficiency. The Joint Staff implements and manages an integrated JFDD campaign of learning to examine specific problems, test the viability of joint concepts, analyze and synthesize results, and develop recommendations for senior leaders. Evolving ideas from joint concepts to proficiency requires synchronization of efforts and collaboration with key stakeholders throughout the joint force. The Joint Staff Director for Joint Force Development, J-7 (DJ-7) is responsible for leading collaborative JFDD efforts that include:

- a. Developing a threat-informed JWC that articulates a deep understanding of the changing character of warfare, anticipates the operating environment, and guides how the joint force organizes, trains, and equips for future competition and conflict.
- b. Developing a JWC Joint Experimentation Guide (JExG; reference 1) to align and prioritize experimentation efforts to the JWC.
- c. Executing a campaign of learning that aligns training, education, and exercises with war games, experiments, tests, analysis, and technology

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CJCSI 3030.01A
3 October 2022

demonstrations to innovate and gain and maintain advantage in the future by exploring ways to iteratively validate essential aspects of the joint concept.

(1) Executing a CJCS-directed Globally Integrated War Game (GIWG) series to assess the JWC through the evaluation of capabilities in all domains from competition through prolonged conflict, and, when feasible, including allies and partners.

(2) Executing a Global Integration Campaign of Learning (GICoL) series to increase proficiency and readiness in order for the joint force to have a shared understanding of the process, roles, and responsibilities necessary to globally integrate military operations and resources.

(3) Executing a Globally Integrated Exercise (GIE) series to exercise global integration and improve the readiness of joint force leaders to provide military advice to, and decision space for, the SecDef and President early in an emerging crisis with one or more major adversaries.

(4) Executing Large Scale Global Exercises (LSGE) to train and assess the joint force for future conflict in all domains and across multiple CCMDs.

(5) Executing an Advancing Globally Integrated Logistics Effort (AGILE) wargame series to explore ideas proposed in joint concepts and identify potential solutions to joint force logistics challenges.

(6) Managing an enduring Joint Experimentation Network (JExNet) for the Joint Experimentation Community of Interest, to include allies and other partners wherever possible, to share, aggregate, analyze, and exploit data and knowledge associated with and derived from learning events, and to present findings to senior leaders through reports, data visualization, and contributions to other decision support processes.

d. Developing joint doctrine notes (JDNs) based upon validated tactics, techniques, and procedures (TTPs) that identify new ways of operating today for potential inclusion with the broader family of joint doctrine.

e. Incorporating elements of JDNs into the current operational principles for the joint force as familiarity expands into the broader family of joint doctrine.

f. Incorporating aspects of joint warfighting into doctrine and professional military education (PME) outcomes through new Joint Learning Areas. Expose students to doctrine and new conceptual ideas that enable students to apply

critical thinking to the strategic and operational levels of warfare and inform the students' achievement of program learning outcomes.

g. Validating concept required capabilities (CRCs) and joint requirements through the JCIDS.

h. Informing investment decisions to accelerate the development and application of alternative approaches and innovative capabilities in order to close shortfalls identified in the Joint Military Net Assessment (JMNA).

i. Informing joint force investment recommendations through the Chairman's Program Recommendation (CPR).

j. Identifying, communicating, and addressing cross-component training requirements and solutions through the Military Training Capabilities Group (MTCG).

k. Coordinating with the Intelligence Community (IC) and incorporating IC analysis of the future threat environment into JFDD activities.

l. Coordinating with allies and partners to enable interoperability in future concepts and capabilities.

6. Joint Warfighting Concept. The JWC guides the organization, training, and equipping of the joint force and includes efforts to exercise, experiment, wargame, and analyze new ideas that, through a campaign of learning, influence future iterations of the JWC. Rigorous assessment both during and after JWC development informs the development of concepts of operations (CONOPS), concepts of employment (CONEMPs), and CRCs, further described below.

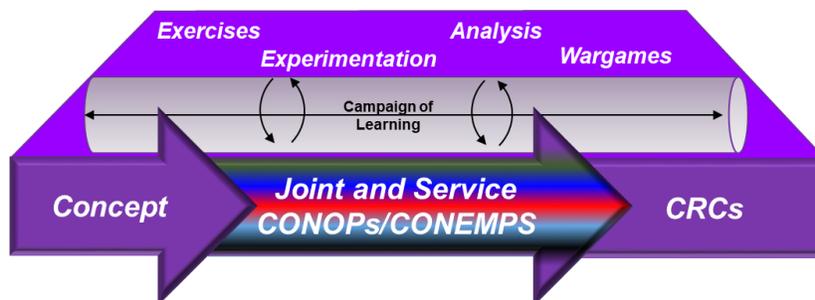


Figure 3. Concepts to CONOPS/CONEMPs to CRCs

a. Concept of Operations and Concepts of Employment. CONOPS and CONEMPs enable development and testing of alternative approaches by

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CJCSI 3030.01A
3 October 2022

accounting for emerging technologies, identifying and exploiting asymmetries in operational concepts, and validating solutions through rigorous testing and evaluation. CONOPS clearly and concisely expresses what a commander intends to accomplish and how it will be done using available resources. CONEMPs are a description in broad terms of the application of specific technologies, processes, weapons systems, or forces to perform a particular mission, task, or procedure. CONEMPs are the most specific of all military concepts and contain a level of detail sufficient to inform the establishment of programmatic requirements. Both CONOPS and CONEMPs apply the concept within specific operational and threat contexts focused on the integration of emergent or innovative technology into the joint force of today. They also establish a baseline from which to conduct experiments and generate campaign and mission-level insights that inform investment decisions for the future joint force. CONOPS are informed by related work of Services, CCMDs, allies and partners, and other agencies and will establish a baseline for conducting comparative assessments.

b. Concept Required Capabilities. The JWC describes capabilities the joint force must possess in order to execute the concept. The ability to operate as described in the concept generates JFDD implications. The concept expresses these implications as CRCs. CRCs are measurable in their ability to solve the military problem and sufficiently detailed to facilitate transition to capability development processes. They propose new capabilities or describe how an existing capability may be modified or applied differently to improve the joint force's ability to operate.

c. Joint and Service Concept Alignment. Joint and Service concepts are built on the foundational idea that the joint force requires synchronized all-domain operations to win in a contested operating environment. JFDD efforts, including capability development, require close coordination and collaboration to align future operational approaches in support of globally integrated operations, integrated joint solutions, and shared learning from joint, Service, CCMD, Office of the Secretary of Defense (OSD), and ally and partner studies, exercises, wargames, and experiments.

7. Key Stakeholders. Effective JFDD requires knowledgeable engagement by stakeholders throughout the DoD. Integrated efforts between the Joint Staff, OSD, CCMDs, Services, NGB, Defense Agencies, and CCAs are critical to enabling the development of the future force. The Joint Staff organizes, aligns, and leverages JFDD efforts to support guidance and direction from the SecDef and CJCS. All DoD components contribute to JWC development, participate in the JFDD campaign of learning, and inform or make critical investment decisions. Interagency partners provide key input and unique non-military

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CJCSI 3030.01A
3 October 2022

perspectives to concept and capability development. Allies and partners provide access, threat-specific perspectives, and complementary and interdependent military capabilities and capacities that inform JFDD.

ENCLOSURE B

EXECUTING AND IMPLEMENTING JOINT FORCE DEVELOPMENT AND DESIGN

1. Overview. The purpose of this enclosure is to provide how JFDD is implemented and executed across the DoD through multiple interactions with programs, decision bodies, activities, and products. Concept-driven, threat-informed, capability development begins with a vision of the future operating environment that guides the DoD through a campaign of learning to identify the capabilities required to achieve the objectives established in national strategic guidance.

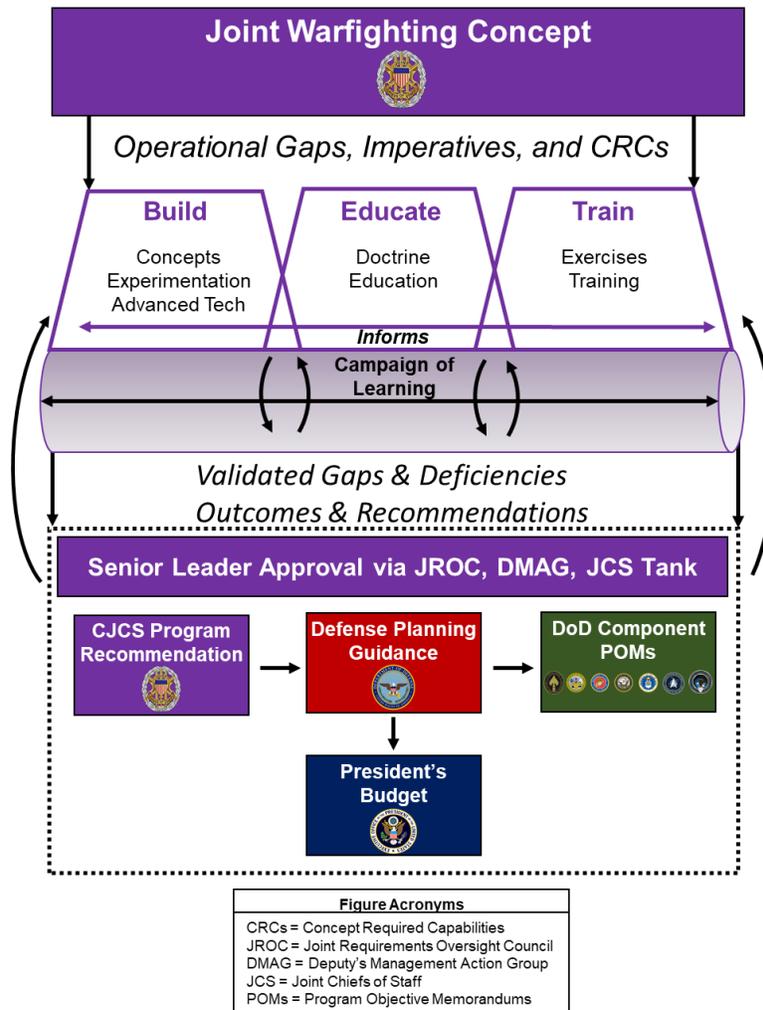


Figure 4. Implementing JFDD

2. Executing and Implementing Joint Force Development and Design

a. Executing JFDD requires the purposeful alignment and integration of numerous efforts to design advanced solutions for the future joint force. As illustrated in Figure 4, the JWC is the CJCS-approved, SecDef-endorsed concept for how the joint force will fight in the future and guides the direction of JFDD efforts. The concept communicates operational imperatives, operational gaps, and CRCs that must be addressed to build warfighting advantage against our adversaries.

b. Implementing the JWC requires aligned and synchronized LOEs to build, educate, and train the joint force.

(1) Build the Force. The Build the Force LOE consists of iteratively analyzing, testing, and refining new concepts for the joint force to develop and maintain warfighting advantage against adversaries.

(2) Educate the Force. The Educate the Force LOE consists of providing joint leaders with the necessary knowledge to fight and win in the current and future operating environment across the spectrum of conflict.

(3) Train the Force. The Train the Force LOE consists of improving readiness, developing proficiency in joint force employment, and incorporating concepts into joint training and exercises at large scale to validate new ideas and create feedback into concept development through lessons learned.

c. JFDD key stakeholders effect change in the DoD through a campaign of learning and continuous assessment that provides concept and capability recommendations to key decision makers.

d. The following paragraphs explain the key components within each JFDD LOE, how the LOEs interact, and key JFDD outcomes and decisions.

3. Build the Force Line of Effort. This LOE consists of iteratively analyzing, testing, and refining new concepts for the joint force. The LOE includes wargames, experiments, and studies guided by the JWC that address operational gaps and CRCs. Figure 5 depicts the interactions between programs, activities, products, and decision bodies within the LOE. Wargames provide a means to apply innovative thinking towards opportunities, gaps, and seams in the joint force's ability to conduct operations in the future operating environment. Experimentation, guided by the JWC and the JExG, provides a disciplined method for identifying, testing, and refining innovative concepts,

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CJCSI 3030.01A
3 October 2022

CONOPS, and capabilities. Studies examine existing joint force performance in given environments to identify capabilities and concepts that improve future joint force performance in the targeted environments. Several DoD and Joint Staff-led funding and research programs enable Build the Force LOE activities, inform JWC revisions, and contribute to the campaign of learning. LOE outputs include objective, data-driven, and analytically rigorous recommendations that inform capability development through the JCIDS. These recommendations form the evidentiary basis for initial production and acquisition of new capabilities for the joint force, or for adapting existing capabilities through changes to doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).

a. Direction and Guidance. The JExG (reference l) aligns, prioritizes, and provides a framework for joint experimentation, and synchronizes experimental and analytical outputs throughout the Build the Force LOE. The JExG communicates a Joint Experimentation Campaign that addresses JWC-based experimentation, improves learning activities, and builds warfighting advantage expeditiously by focusing DoD-wide experimentation. The JExG also provides guidance and instruction on the use of the JExNet as the DoD system of record for aggregating, exploiting, and provisioning knowledge and data drawn from learning activities. Data from experiments, research, and wargames are leveraged by as wide of a community as possible, as directed by the DoD Data Strategy and the Deputy Secretary of Defense (DepSecDef) memorandum on creating data advantage (references m and n). An annual Joint Experimentation Forum (JEF) provides deliberate planning with intent to cohere DoD-wide experimentation along JWC gaps and CRCs. The JExG also guides integration of allies and partners into JWC-related experimentation and directs the implementation of an Allies and Partners Experimentation Network to collaboratively share experimental data and knowledge.

b. Wargames. Wargaming spans all domains and methods of competition and conflict, including space and cyberspace considerations. Wargaming also explores ways to enhance the joint force's ability to defend critical infrastructure from adversary attacks and assure the ability to command and control (C2) globally integrated forces across all domains. The Joint Staff J-7 assesses and measures inputs from the Services, CCMDs, and allies and partners through an integrated wargaming framework. Wargaming results enable joint force leaders to recommend balanced investments for future force capability development through senior leader decision bodies and informs JWC revision. Key wargaming components include:

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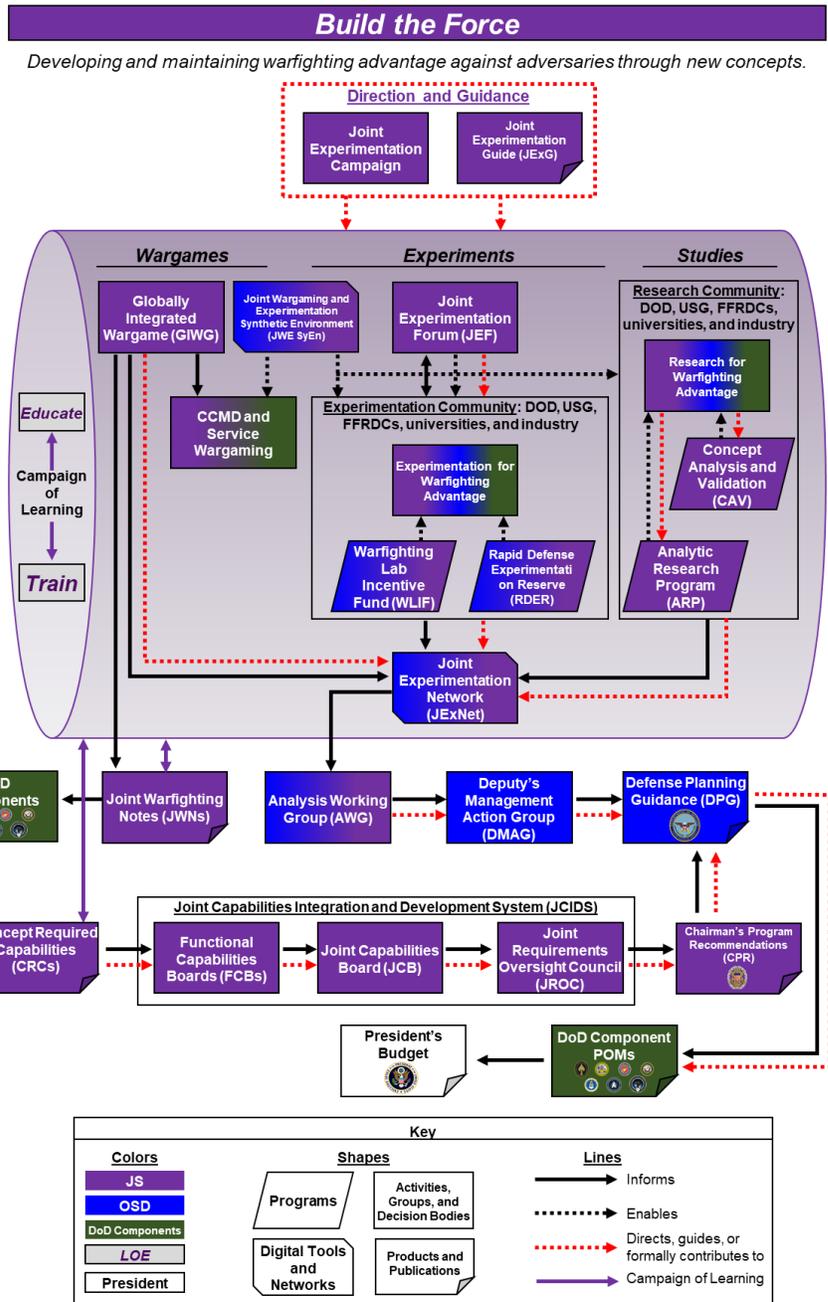


Figure 5. Interaction of Programs, Processes, Activities, and Decision Bodies within the Build the Force LOE

(1) Globally Integrated Wargame. A CJCS-directed annual event designed to inform JFDD and examine the JWC. It serves as the premier event for assessing the JWC and includes participation from the entire joint force, OSD, IC, Defense Agencies, and allies and partners. GIWG identifies advantages, disadvantages, gaps, and seams in the joint force's ability to

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CJCSI 3030.01A
3 October 2022

compete, deploy, and employ combat-ready forces in a contested environment to project power and produce required effects.

(2) Combatant Command and Service Wargaming. Numerous wargaming activities occur throughout the CCMDs and Services and serve to educate leaders, test new ideas, and assess and validate conceptual parts of an operation prior to and during planning. Where appropriate, components may use GIWG outcomes to inform CCMD and Service wargaming and encourage testing of new ideas, concepts, CONOPS, and CONEMPs. Allies and partners are integrated throughout these wargames and the Joint Wargaming and Experimentation Synthetic Environment (JWE SyEn) provides an additional resource to CCMDs' and Services' wargaming initiatives.

(3) Joint Wargaming and Experimentation Synthetic Environment. The JWE SyEn is comprised of Live-Virtual-Constructive (LVC) Modeling and Simulation (M&S), and Analysis and Gaming Tools (A>) that support wargaming, experimentation, and analysis. LVC M&S and A> capabilities include automation of quantitative and qualitative analysis; automated adjudication based on analogue rule sets; visualization of forces and all-domain effects; and instrumentation. Gaming technology capabilities enable the integration of the mission space (tactical fight) with cross-functional subject matter experts (operators, warfighters, concept writers, innovators, wargamers, and experimenters) to apply their respective expertise for trade space analysis, concept iteration, and technology definition at the operational level of war. The M&S infrastructure integrates JWE SyEn with other synthetic environment infrastructures to support idea development throughout all JFDD LOEs.

c. Experimentation. Joint experimentation provides a disciplined method for identifying, testing, and refining innovative concepts, CONOPS, and capabilities to win now and in the future. Joint Staff J-7 leads development, execution, and governance of the JWC-related experimentation throughout DoD. JWC-relevant experiments led by OSD, CCMDs, and Services are guided and informed by the JExG and the JEF, and funded by numerous Joint Staff and DoD programs. The JEF and JExNet enable the Joint Staff to inform strategic decision-making and expand joint force warfighting advantage by communicating key experimental outcomes to key DoD analysis and decision bodies. Key experimentation components include:

(1) Joint Experimentation Guide. The JExG implements SecDef guidance by focusing DoD's joint experimentation community of interest on solving JWC CRCs. The JExG is a living document that establishes priorities, provides the framework to assess progress on development of CRCs, and

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CJCSI 3030.01A
3 October 2022

incorporates learning identified through the Joint Experimentation Campaign and JEF.

(2) Joint Experimentation Campaign. The Joint Experimentation Campaign is a deliberate DoD-wide, cross-functional approach to JWC-based experimentation.

(3) Joint Experimentation Forum. The JEF is an annual forum led by Joint Staff J-7 that informs, synchronizes, and supports joint experimentation prioritized efforts. JEF participants include force development and planning representatives from the Services and CCMDs, the capability development representatives from the Joint Staff, and representatives from the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)).

(4) Joint Experimentation Network. The JExNet is the DoD system for managing Joint Experimentation knowledge and data. It provides an enduring, integrated digital capability to manage, share, aggregate, analyze, exploit, and present data and knowledge in support of strategic guidance and direction and the campaign of learning. JExNet is hosted on Advana—the DoD’s overarching knowledge management system—to enable access to authoritative enterprise data and structured analytics.

(5) Rapid Defense Experimentation Reserve. The Rapid Defense Experimentation Reserve (RDER) is a DepSecDef-led organization that provides funding for capability experimentation to build warfighting advantage for the future joint force. RDER includes input from the Services, CCMDs, Joint Staff, and OUSD(R&E).

(6) Warfighting Lab Incentive Fund. The Warfighting Lab Incentive Fund (WLIF; reference o) is a program established to support field experiments and demonstrations that translate concepts to real world execution. WLIF spurs and supports warfighting experiments, demonstrations, and operational user inputs to evaluate, analyze, and provide insight into more effective ways of using current capabilities. The program also supports initiatives that propose new ways to incorporate technologies into future operations and organizations. A cross-enterprise governance structure comprised of the Joint Staff J-7, OUSD(R&E), OSD Cost Assessment and Program Evaluation (CAPE), and Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8 oversee the program, with the Joint Staff J-7 Future Technology Office (FTO) responsible for day-to-day activities.

d. Studies. Focused qualitative and quantitative studies test and refine alternative capabilities and concepts. The outcomes of joint, Service, and OSD

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CJCSI 3030.01A
3 October 2022

studies help refine existing concepts, iterate ongoing analysis, and enable joint force capability recommendations to senior leaders. The Joint Staff, Services, and OSD integrate analyses and findings across DoD research, experimentation, wargaming, and exercise activities to refine future concept and capability requirements. Key study components include:

(1) Concept Analysis and Validation. The Concept Analysis and Validation (CAV) program, administered by the Joint Staff J-7, assesses and funds studies to address concepts identified within the JWC. CAV study outputs inform live, virtual, and constructive training that then validate components of the JWC. CAV studies also enable analytic feedback and knowledge sharing between DoD organizations, allies and partners, industry, and academia.

(2) Analytic Research Program. The Analytic Research Program (ARP) solicits, enables, and distributes research that addresses elements of the JWC. The Joint Staff J-7, in partnership with the National Defense University's (NFU's) Institute for National Strategic Studies, solicits research topics from throughout the DoD and partners' topic sponsors with researchers. ARP research activities include forums that bring warfighting and academic communities together to advance ongoing research, present completed findings, and provide updates to JWC revisions. ARP activities also include building and sustaining relationships with the broad academic community, think tanks, federally funded research and development centers, and university-affiliated research centers.

e. Joint Warfighting Notes. By direction of the DJ-7, joint warfighting notes (JWNs) are developed to provide the joint force with warfighting insights, lessons learned, and best practices from testing, wargames, experimentation, training, and exercises in order highlight the success of emerging concepts that the joint force has the extant or near-extant capabilities to execute. JWNs socialize these concepts for potential inclusion in further testing, training, leader development, education, and joint doctrine.

4. Educate the Force Line of Effort. The Educate the Force LOE consists of talent management, PME, and joint doctrine that collectively provides joint leaders with the necessary knowledge to fight and win in the current and future operating environment. Educating the joint force enables effective execution of Train and Build by placing the most talented people into the right assignments within the joint force at the appropriate time. Figure 6 depicts the interactions between programs, products, activities, and decision bodies within the LOE.

Educate the Force

Providing joint leaders with the necessary knowledge to fight and win in the current and future operating environment.

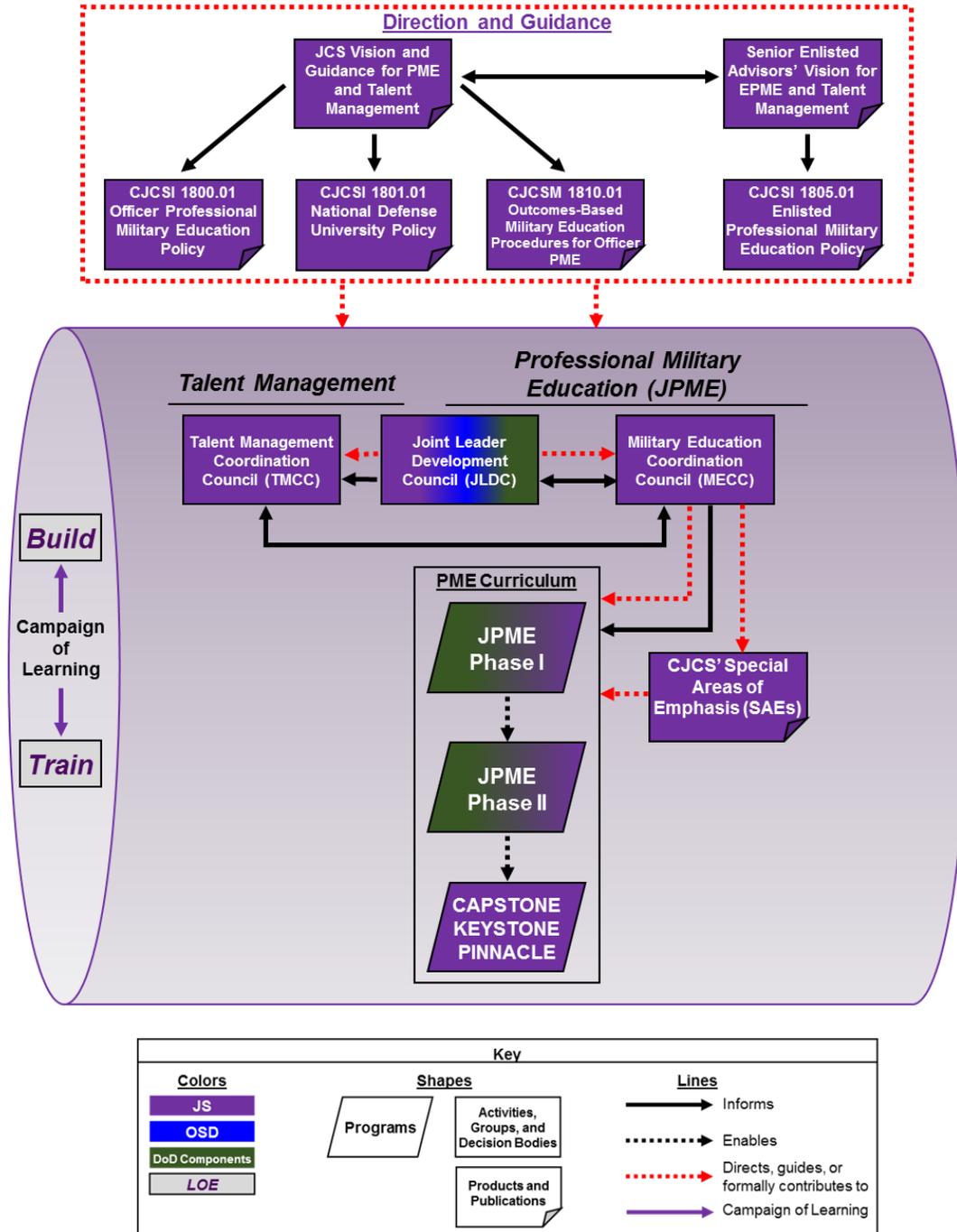


Figure 6. Interaction of Programs, Activities, Products, and Decision Bodies within the Educate the Force LOE

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CJCSI 3030.01A
3 October 2022

a. Direction and Guidance. For the United States to maintain competitive and warfighting advantage in the dynamic international security environment, the military needs leaders at all levels who can achieve intellectual overmatch against adversaries. The Joint Chiefs of Staff (JCS) and their senior enlisted advisors provide guidance for the services to educate joint officers and enlisted service members to fulfill national strategic objectives within the joint force. Reference p provides additional guidance to the joint force, beyond published policy. Key PME Guidance documents are:

(1) Military Education Policy and Outcomes Based Military Education. Separate policy and guidance is issued for officers and enlisted Service members, and referred to respectively as Officer Professional Military Education Policy (reference q) and Enlisted Professional Military Education Policy (reference r). Additional officer PME guidance is provided through Special Areas of Emphasis (SAEs) and reference s.

(a) PME and Joint PME (JPME) programs must prepare joint warfighting leaders, senior staff officers, and strategists who can discern the military dimensions of national challenges, lead adaptation and innovation, conduct fully integrated joint warfighting at all levels of war, and execute strategy through campaigns and operations. Officers gain knowledge through formal education, joint and Service experience, and self-development that is critical to the joint force implementing the JWC and achieving strategic objectives. JPME curriculum is based on clear Joint Learning Areas (JLAs) that are oriented on providing joint leaders with the knowledge, skills, and abilities to fulfill NMS, NDS, and NSS objectives. JLAs require JPME institutions to instruct and assess joint leaders in ways that will ensure they can lead and contribute in the current and future strategic environment. The current JLAs and JPME policy on outcomes-based military education (OBME) is contained within reference s.

(b) The Senior Enlisted Advisor to the Chairman and the Service Senior Enlisted Advisors provide guidance for joint enlisted PME through reference t. Through JPME, enlisted leaders acquire and refine their ability to operate and lead in a joint, interagency, intergovernmental, and multinational environment; understand the strategic environment; communicate effectively through all levels of the chain of command; and anticipate and adapt to surprise and uncertainty. Imbuing joint enlisted leaders with key knowledge, skills, and attributes enables the joint force to continue to rely on the non-commissioned officer corps as a fundamental strength in the application of joint warfighting capabilities.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

(2) Special Areas of Emphasis. SAEs are topics approved by the CJCS based on independent stakeholder review to ensure JPME curricula remains relevant and current (reference s). JPME institutions are required to incorporate SAEs into curricula to respond to the enduring and emerging needs of the CJCS, JCS, Combatant Commanders (CCDRs), and Joint Staff. Two SAE categories exist: enduring and periodic. Enduring SAEs (SAE-Es) are based on the SecDef's direction for PME and reflect long-term national security interests. SAE-Es remain in policy at the discretion of the SecDef. References q and s provide the list of SAE-Es, which includes irregular warfare and nuclear capabilities and concepts. Periodic SAEs (SAE-Ps) are based on stakeholder nominations from throughout DoD to expand or maintain the relevancy of JPME curricula. JPME institutions incorporate SAE-P topics into their curriculum for two years in accordance with references q and s. The Joint Staff J-7 manages receipt, vetting, and approval of SAE-P nominations, with the assistance of the Military Education Coordination Council (MECC) as an evaluation body. Further information on the scope, submission, and approval of SAEs is contained within references q and s.

b. Professional Military Education and Talent Management Forums

(1) Joint Leader Development Council. The Joint Leader Development Council (JLDC) is a three-star supervisory board, chaired by the DJ-7, addressing PME alignment and talent management policies. The JLDC, which consists of OSD, Joint, and Service personnel and PME/operations senior leaders, receives assessments and updates and takes for decision recommendations from the MECC and Talent Management Coordination Council (TMCC) on resolving issues in implementing and integrating the vision and guidance of the JCS.

(2) Military Education Coordination Council. Chaired by the DJ-7, the MECC addresses key educational issues of interest to the joint education community, promotes cooperation and collaboration among the MECC member institutions, and coordinates joint education initiatives. Membership includes the military college/university commandants and presidents. Further information on the MECC is contained within reference q.

c. Professional Military Education Continuum. The PME system is a progressive educational continuum guiding an officer's individual development over time. The continuum structures the development of Service and joint officers by organizing PME into five formal military educational levels: pre-commissioning, primary, intermediate, senior, and general officer/flag officer (GO/FO). In addition to these formal levels, multiple learning opportunities are made available by the Services during an officer's career.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

d. Joint Professional Military Education. Three phases of curriculum comprise JPME for officers leading the joint force. JPME Phase I, Intermediate Level Education, prepares field grade officers of all Services (primarily O-4s and O-4 selects), international officers, and U.S. civilians to assume positions of higher responsibility within the military and other government agencies. JPME I programs develop outcomes that prepare graduates to perform effectively in staff positions and support their senior leaders. JPME Phase II, Senior-Level Education, develops program learning outcomes that prepare officers of all Services (primarily O-5s and O-6s), international officers, and U.S. civilians to assume positions of higher responsibility at the strategic level. GO/FO, CCDR, and Senior Enlisted Leader education is executed by NDU through the CAPSTONE, KEYSTONE, and PINNACLE programs (reference u).

e. Talent Management. As envisioned by the CJCS and JCS, Service talent management systems must provide joint force leaders opportunities to refine their existing knowledge and develop increasingly agile intellectual skills. Top performing individuals are identified, assigned to schooling, and employed in such a way that maximizes both their potential and the benefit for the joint force. Talent management efforts are guided by the TMCC, led by the Joint Staff Directorate for Manpower and Personnel, J-1. The TMCC serves as an advisory board for the JLDC and is a non-directive, collaborative body comprised of key joint, Service, and OSD talent managers that represent the leadership of talent management/Service personnel systems.

5. Incorporating Concepts and Capabilities into Joint Doctrine. Joint doctrine provides fundamental principles and guidance, describes operations with extant capabilities, and is subject to policy, treaty, and legal constraints. As concepts gain institutional acceptance and requisite capabilities are developed, validated elements of the concepts may be incorporated into joint doctrine. The outputs and learning generated by the Build, Educate, and Train LOEs contribute to joint doctrine that improves the effectiveness of the joint force. The joint community promulgates TTPs throughout the joint force through JDNs, which contribute to extant practice and joint publications (JPs). Key components of joint doctrine promulgation (Figure 7) include:

a. The Joint Doctrine Development System. Joint doctrine consists of fundamental principles that guide the employment of the Armed Forces of the United States in unified action to achieve unity of effort (references v and w). Joint doctrine describes operations with extant capabilities and is subject to policy, treaty, and legal constraints. As current practice evolves and ideas in the JWC gain institutional acceptance and requisite capabilities are developed, validated elements of the JWC may be incorporated into joint doctrine. Joint

doctrine also informs and considers multinational and allies' joint doctrine to enable interoperability in future competition and conflict.

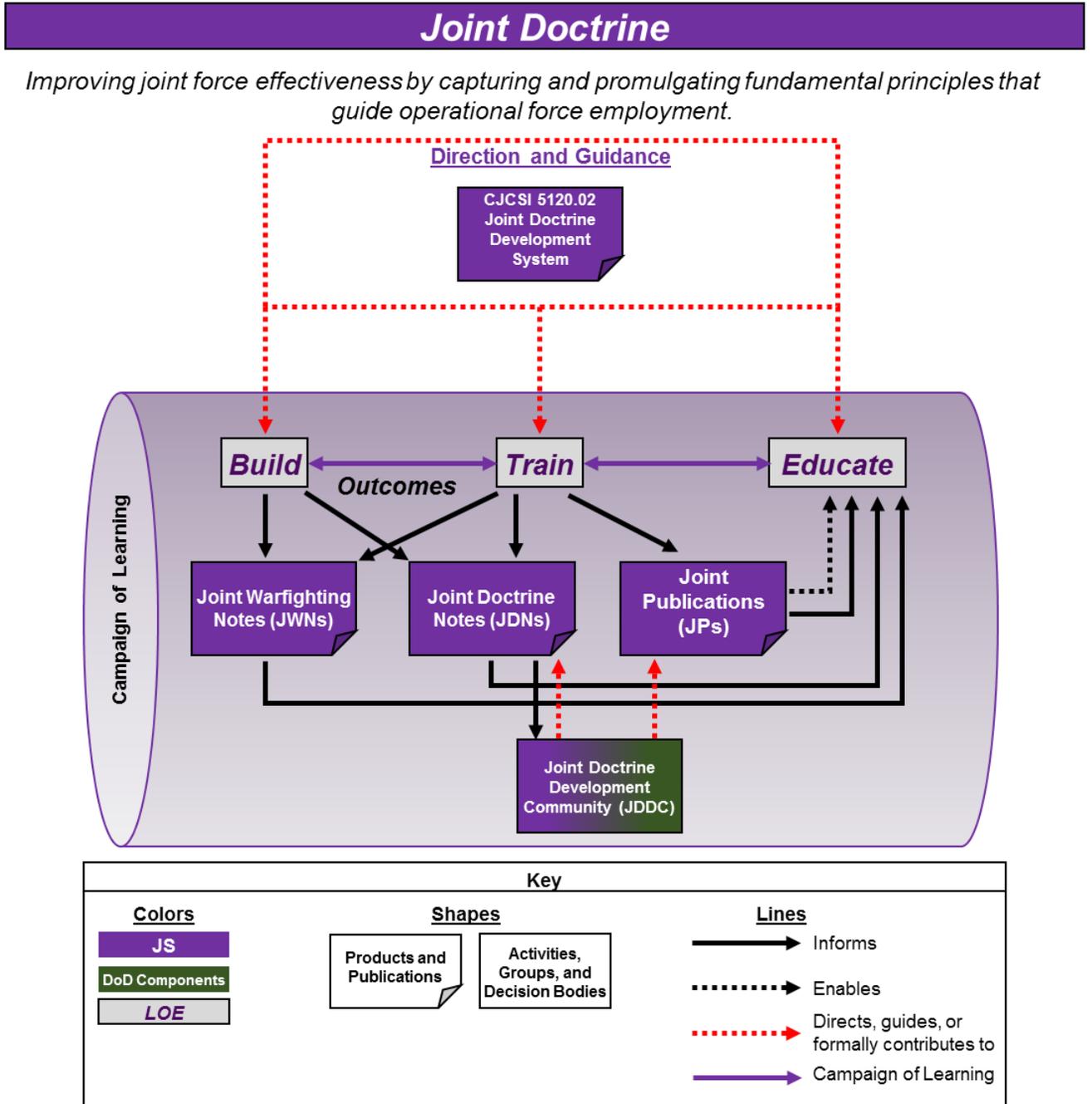


Figure 7: Incorporating JFDD Outcomes into Joint Doctrine

b. The Joint Doctrine Development Community. The Joint Doctrine Development Community (JDDC) is a decision body comprised of numerous

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

DoD organizations and representatives, including the CJCS; Joint Staff; CCMDs; Services; NGB; Combat Support Agencies (CSAs); NDU; U.S. Element, North American Aerospace Defense Command; and CCAs. The JDDC is the primary publication review and approval community for joint doctrine products. As new concepts and capabilities mature, joint doctrine codifies the new approaches. The JDDC enables communication of new concepts to the joint force through joint doctrine. Further information on the JDDC and member roles and responsibilities is contained within references v and w.

c. Joint Doctrine Notes. JDNs are pre-doctrinal publications that present common fundamental guidance and are part of the joint doctrine development process. JDNs harvest knowledge from emerging doctrine and validated practices. JDNs are reviewed by the JDDC and approved by the DJ-7.

d. Joint Publications. JPs provide overarching guidance and intent, along with fundamental principles for the employment of the joint force in response to any crisis or contingency. They describe the role of the Armed Forces of the United States as an instrument of national power. DJ-7 approves JPs.

6. Train the Force Line of Effort. The Train the Force LOE consists of improving readiness, developing proficiency in joint force employment, and incorporating concepts into joint training and exercises at large scale to validate new ideas and create feedback into concept development through lessons learned. The LOE includes joint exercises and training that address JWC operational imperatives and CRCs. Testing novel concepts through joint exercises requires close coordination between Joint Staff directorates, CCMDs, and the Services to ensure force employment requirements are met within the current strategic environment. Joint exercises are an important component to testing, assessing, and validating joint concepts. Validated elements of joint concepts may be incorporated into joint doctrine, in accordance with references v and w, once requisite capabilities are developed. Figure 8 depicts the interactions between programs, products, activities, and decisions bodies within the LOE.

a. Direction and Guidance. Exercises and training are prioritized and guided by references x, y, z, and aa. Joint tasks are communicated in common language and described in accordance with references bb and cc. Additionally, ideas and CONOPS that support the JWC are incorporated into training and exercises to test and validate ideas for possible incorporation into joint doctrine in accordance with references v and w.

b. Programs. To facilitate management of joint training, several programs coordinate and fund joint training and exercises to enable force employment and JFDD objectives:

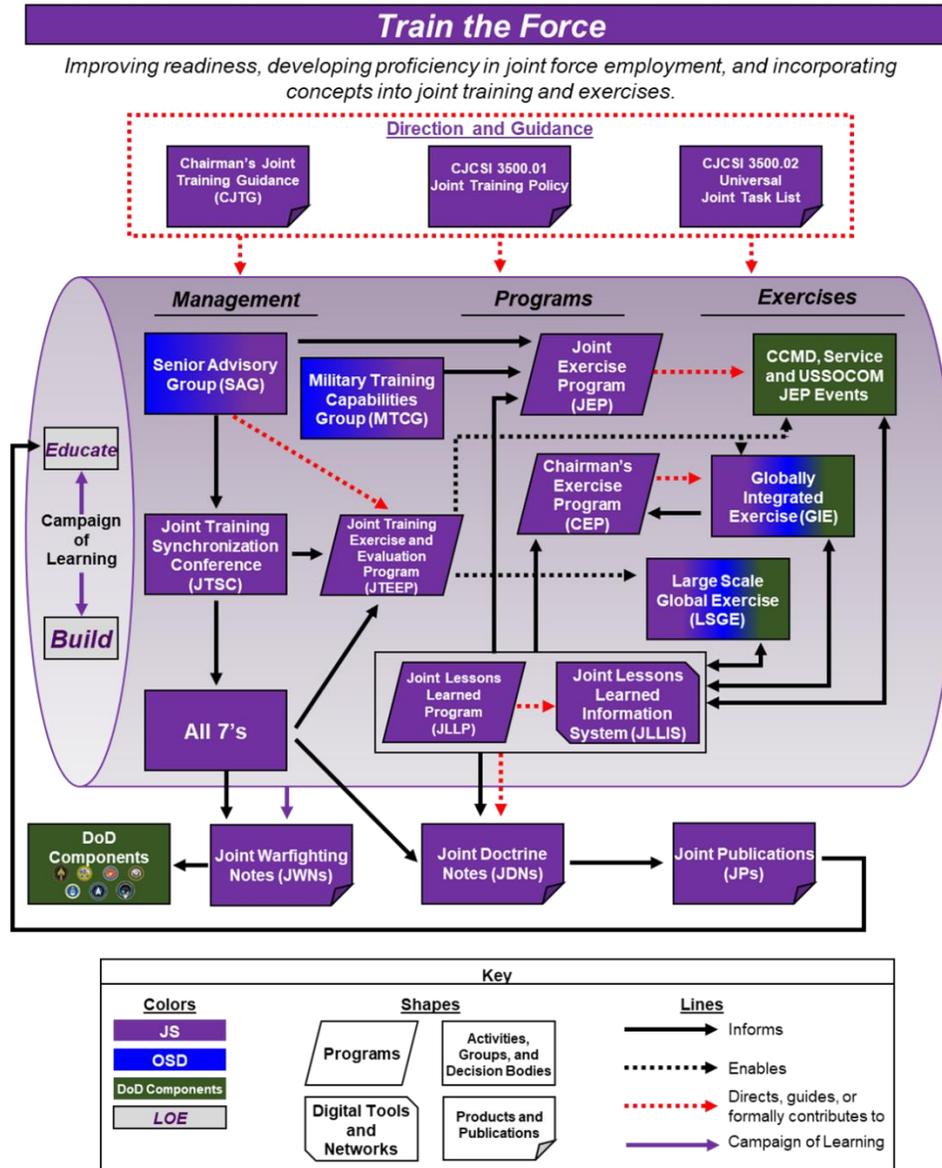


Figure 8. Interaction of Programs, Products, Activities, and Decision Bodies within the Train the Force LOE

(1) Joint Exercise Program. The Joint Exercise Program (JEP) is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their theater engagement activities. CCDR-designated JEP events both train to mission capability requirements described in the command Joint Mission-Essential Task List (JMETL) as well as support

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

theater and/or global security cooperation requirements as directed in CCMD or global campaign plans (GCPs). CCMD-designated JEP events include CCMD, Service, Component, joint, and multinational training events. Joint National Training Capability-accredited Service and U.S. Special Operations Command component training program events are included within the JEP. All JEP-designated events must be listed in the Joint Training Information Management System (JTIMS) and may be nominated for funding by the Joint Training Exercise and Evaluation Program (JTEEP). CCDRs and Services must annually update in JTIMS the events within the JEP that are JTEEP funded. See reference y for additional information on the JEP.

(2) Chairman's Exercise Program. Through national- and strategic-level exercises, the Chairman's Exercise Program examines plans, policies, and procedures under a variety of simulated crisis situations to improve U.S. joint force readiness for future operations. The Chairman's Exercise Program includes U.S., DoD, and Joint Staff national-level participation in multiple, complementary exercise programs and includes interagency participation in DoD events. The Chairman's Exercise Program promotes integrated deterrence and facilitates training and exercises between DoD and civilian partner organizations.

(3) Joint Training Exercise and Evaluation Program. The JTEEP is a DoD-wide joint training and exercise program managed by the Joint Staff and executed by the CCMDs and Services. It directs an annual LSGE that links multiple CCMDs with allies and partners to exercise global warfighting plans. JTEEP enables CCDRs to assess and validate the joint force's readiness to execute operational and contingency plans, deter adversaries, and build interoperability with allies and partners. Additionally, JTEEP enables CCDRs to identify operational shortfalls and incorporate lessons learned that influence future force design and development. The Joint Staff J-7 administers JTEEP, with oversight from the Under Secretary of Defense for Personnel and Readiness. See reference dd for further information on JTEEP.

(4) Joint Lessons Learned Program. The Joint Lessons Learned Program (JLLP) fulfills the CJCS's statutory responsibilities by building a learning community of practice across the Joint Staff, CCMDs, Services, and CSAs. The JLLP objective is to enhance joint force readiness and effectiveness and contribute to improvements in DOTMLPF-P (reference ee). The JLLP includes collaborative efforts with external joint lessons partners, including interagency and multinational partners. JLLP functions are supported by the Joint Lessons Learned Information System (JLLIS)—an automated, digital tool for the lessons learned community of practice. JLLIS facilitates the development of key products to support discovery, validation, issue resolution,

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

evaluation, and dissemination of lessons learned throughout the joint force. See references ee, ff, and gg for further details on the JLLP and JLLIS.

c. Exercises. JFDD encompasses two specially designed exercises and further enables force development through CCDR-designated training events:

(1) Globally Integrated Exercise. GIEs are activities that prepare the joint force for global operations through an exercise scenario consisting of an emerging crisis with one or more major adversaries. The primary participants are the Joint Staff and CCMDs. GIEs address key operational problems identified in the NDS and offer participants an opportunity to learn through the exercise. GIEs focus on building proficiency in planning and executing globally integrated operations across the joint force, specifically to stress the ability of senior joint force leaders to maximize decision space in crisis for the President and SecDef.

(2) Global Integration Campaign of Learning. The GICoL is a series of senior leader seminars designed to address reoccurring challenges identified during previous GIEs as part of joint force training activities for Globally Integrated Operations (GIO). The focus of GICoL is to expand senior leader decision space in a complex environment and improve on deficient GIO processes during global security crises.

(3) Large Scale Global Exercise. LSGE is a SecDef-directed, joint force-conducted, annual exercise to evaluate global integration against a great power threat. LSGEs consist of large-scale training and exercises that validate joint and multinational all-domain interoperability; improve joint force readiness; and provide a venue for future force design, testing, and evaluation. They link multiple CCMDs and include allies and partners in order to exercise warfighting plans on a global scale. The key objectives for LSGEs are to deter adversaries, assure allies and partners, ensure warfighter readiness should deterrence fail, and advance experimentation.

(4) Joint Exercise Program Training Events. CCMDs nominate training events for the JEP that have a direct relationship to the CCMDs' mission capability requirements described in their JMETL or theater security cooperation requirements. These training events reinforce CCMDs' ability to execute future operations and help test ideas incorporated into the JWC. See reference y for further information on JEP nomination requirements.

d. Management. The direction, coordination, and funding of joint training is managed through several decision bodies and forums.

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

(1) Senior Advisory Group. The Senior Advisory Group (SAG) is a three-star decision body co-chaired by the DJ-7 and the Deputy Assistant Secretary of Defense for Force Education and Training (DASD(FE&T)). The SAG provides strategic direction for all joint training efforts and approves the Program Objective Memorandum (POM). The SAG also convenes to de-conflict unresolved training issues and serves as the fiscal governing body for adjudicating funding allocation decisions that cannot be settled at a lower level. If an issue cannot be settled at the SAG, it will be pushed up to a higher level for review and resolution. See reference hh for further information concerning the SAG and subordinate coordinating bodies.

(2) Military Training Capabilities Group. The MTCG is a three-star decision body chaired by the DASD(FE&T) and includes representatives from OSD offices, the Joint Staff J-7, the Services, and CCMDs. The MTCG identifies, communicates, and addresses cross-component training requirements and offers solutions for consideration by DoD leadership. MTCG members “strive to address gaps across the full spectrum of military training with the goal of establishing the most effective and fiscally responsible military training for U.S. Service members” (reference ii).

(3) Joint Training Synchronization Conference. The Joint Training Synchronization Conference (JTSC) is an annual conference led by the Joint Staff J-7 to resolve joint training and exercise issues, plan resourcing, and synchronize joint training efforts for future joint exercises and training. The JTSC also serves to ensure joint training and exercises are aligned to future concepts and capabilities, in addition to current force employment needs.

(4) All 7s Meeting. The Joint Staff J-7 chairs monthly meetings with representatives from the force development and design community from OSD, CCMDs, and the Services. These meetings help the joint force maintain alignment with the JWC and needs of the future joint force within the context of the NMS and national priorities. Additionally, the meeting bridges knowledge gaps and encourages information sharing that can lead to rapid advancements or the adoption of novel concepts and capabilities.

7. Coordinating Joint Force Development and Design with Allies and Partners. Allies and partners offer valuable experiences and insights that could improve the future joint force and JFDD efforts can contribute to allies and partners’ force development. Coordinating JFDD with allies and partners helps mitigate or resolve interoperability gaps with partner nations, improves mission capability, and influences concept and force development efforts. For example, the Multinational Capability Development Campaign (MCDC), a Joint Staff J-7–led program consisting of 25 allies and partners, focuses on developing non-

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CJCSI 3030.01A
3 October 2022

materiel solutions that improve interoperability in joint, multinational, and coalition operations to meet the present and future need of the joint force and mission partners. The MCDC provides an environment for collaborative capability development over short and fixed time-horizons where the analytical results can be shared openly among participants. Shared responsibility with allies and partners provides a key competitive advantage, ensuring unity of effort required to secure political and military objectives and meet collective defense treaty obligations. See reference jj for further information on JFDD collaboration with allies and partners.

8. Joint Staff Integration. The Joint Staff organizes, aligns, and leverages JFDD efforts while continuously assessing progress towards force development objectives. Joint Directorates facilitate inputs and collaboration through the activities, programs, and decision bodies described throughout this enclosure. JFDD activities produce deliverables that are timed, sequenced, and responsive to the JSPS battle rhythm, maximize impact on the CPR, and shape joint requirements for CCMD and Service implementation.

a. Integrate Future Technology Development and Exploration. JFDD activities evaluate emerging technologies that have the greatest potential to satisfy future force requirements and priorities. Numerous efforts throughout the DoD are focused on developing technological improvements to gain warfighting advantage. Integration of those efforts propagates knowledge throughout OSD, the Joint Staff, the CCMDs, and the Services. Through funding activities, working groups, and decision bodies, JFDD enables the joint force to encourage and benefit from technology initiatives and advancements.

b. Integrate Strategy and Force Employment. JFDD efforts help translate national strategy into force employment through the rehearsal of global integration activities in GIEs, exploration of alternative approaches in GIWGs, and exploration of potential solutions to logistics challenges in the AGILE wargame series. Joint exercises and training are aligned with the JWC and the result of these activities inform JFDD projections on the joint force's ability to accomplish strategic objectives in the future.

9. Management and Direction. JFDD requires senior-level direction, purposeful alignment, and essential integrating mechanisms to respond to strategic priorities in a timely and comprehensive manner. Guided by the JWC, DoD leaders manage JFDD outputs to shape the future joint force. The DJ-7 has overall responsibility for the daily management of JFDD to execute the CJCS's title 10, U.S. Code responsibilities and support national strategic objectives. The Joint Staff J-7 integrates JFDD concept development with joint capability development through the JCIDS and collaboration with the Joint

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CJCSI 3030.01A
3 October 2022

Staff J-8. Integration and collaboration between joint concept and capability development is critical to future joint force performance.

10. Key JFDD Decisions. Joint Staff and OSD decisions on JFDD matters directly affect future efforts to build, train, and educate the joint force. Senior DoD leader decisions based on the outcomes of JFDD efforts directly impact the CPR, the Defense Planning Guidance (DPG), the DoD components' POMs, and, ultimately, the President's Budget. These decisions are made by senior DoD decision bodies within the Joint Staff and OSD. Key JFDD decisions include approval and endorsement of JWC and its follow-on revisions; capability validation and development; training guidance and direction; education and doctrine guidance and direction; research funding; and exercise and experimentation funding and execution.

a. Chairman's Program Recommendation. Produced annually, the CPR provides the CJCS's military advice to the SecDef on capability investments needed to improve comprehensive joint readiness (reference b).

b. Defense Planning Guidance. The DPG describes the SecDef's force planning and development, analytic, and investment priorities for the future joint force. The DPG informs DoD component POMs and is a foundational part of DoD strategic direction overall JFDD efforts (reference b).

c. Program Objective Memorandums. POMs are recommendations from the DoD Components to the SecDef addressing how they plan to allocate resources to meet planning and programming guidance (reference b).

11. Joint Staff Decision Bodies. The following Joint Staff decision bodies consider JFDD outputs for execution or promulgation throughout the joint force:

a. The Joint Chiefs of Staff Tank. JCS Tank meetings are the primary forum by which the CJCS and JCS approve JWC revisions and approve funding and execution of joint exercises. The DJ-7 is responsible for preparing these decisions for the CJCS's consideration through the Operations Deputies (OpsDepts) and the Vice Chairman of the Joint Chiefs of Staff (VCJCS).

b. OpsDepts. The Director, Joint Staff chairs meetings of 3-star GO/FOs to consider joint force recommendations. The OpsDepts advance approved recommendations to the VCJCS.

c. Joint Capabilities Integration and Development System. JFDD activities identify and test potential solutions, inform joint assessments, and facilitate

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CJCSI 3030.01A
3 October 2022

submissions to JCIDS (references c and d) for action. CRCs are critical outputs from the JFDD process that inform the process required for the joint force to acquire new capabilities. JCIDS decision bodies validate and approve capability requirements for development and investment, while responding to opportunities to accelerate development and fielding of capabilities to the warfighter. Incorporating JFDD outputs into JCIDS decision bodies enables joint concepts to inform capability advancements in the Joint Capability Areas, aligned to the Functional Capabilities Boards (FCBs). The combination of near- and long-term capability inputs into JCIDS enables a balanced approach to dedicating resources towards joint force employment, development, and design.

(1) Joint Requirements Oversight Council. The Joint Requirements Oversight Council (JROC) is the highest-level capabilities board within the JCIDS and operates as prescribed by references c and d. The JROC issues several products to support joint warfighting requirements, including Strategic Capabilities Development Guidance (SCDG) and JROC Strategic Directives (JSDs). SCDG and JSDs are specific written products that complement JROC Memorandums (JROCM) and guide the Services, through the FCBs, to develop certain capabilities to support joint warfighting requirements. Capability Portfolio Management Reviews (CPMRs), annually produced by FCBs, address opportunities, challenges, risk, and trade-space associated with specific priority portfolios and offer options to optimize capability investments in priority gaps while mitigating risk (reference b). JSDs, informed by CPMRs, direct the Services to develop specific future capabilities.

(2) Joint Capabilities Board. The Joint Capabilities Board (JCB) is one level below the JROC and advises the JROC on issues within and across capabilities portfolios in accordance with references c and d. The DJ-8 chairs the JCB. JCB membership is defined in reference c.

(3) FCBs and FCB Working Groups. The FCBs are one level below the JCB, advise the JCB and JROC on issues within their capability portfolio(s), and perform other activities at the direction of the JCB or JROC, in accordance with references c and d.

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CJCSI 3030.01A
3 October 2022

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Enclosure B

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CJCSI 3030.01A
3 October 2022

ENCLOSURE C

ASSESSMENTS AND JOINT FORCE DEVELOPMENT AND DESIGN

1. Overview. JFDD effectiveness is measured by, and informs, assessments that are integrated within the JSPS. These assessments contribute to iterative JFDD efforts and support Comprehensive Joint Readiness, as described in reference b. Strategic DoD assessments help determine the joint force's current and future ability to accomplish NDS and NMS objectives. These assessments identify and mitigate gaps in joint force capabilities, and inform the CPR to develop, design, and program a future force that maintains competitive and warfighting advantage against global adversaries. Additionally, OSD's defense planning scenarios are aligned with NDS priorities and used for comparative analysis of threat-based scenarios and resource-informed operational plans to inform force employment, force development, and force design recommendations for capability development. DoD and Joint Staff assessment outcomes inform joint experimentation, wargames, and JWC revisions, which seek potential materiel and non-materiel solutions to identified concept and capability gaps and shortfalls.

2. CJCS Assessments

a. Annual Joint Assessment. The Annual Joint Assessment (AJA) drives the development of multiple JSPS products, including the Chairman's Risk Assessment (CRA), Capability Gap Assessment, Joint Strategic Intelligence Estimate (JSIE), Joint Logistics Estimate (JLE), and JMNA. The CJCS's AJA Survey is the Joint Staff's central data collection and analytical mechanism for synthesizing and assessing CCMD and Service perspectives on current posture, capability gaps, and risk. The Joint Staff J-7 provides survey questions regarding concepts, training, and exercises. Further information on the AJA is contained reference b.

b. Joint Staff Independent Risk Assessment. The Joint Staff Independent Risk assessment (JSIRA) is an assessment of risk developed by representatives from each Joint Staff directorate based on independent input from the IC. The JSIRA is one of two primary inputs to the CRA and is conducted through a series of working group meetings conducted prior to CRA development.

c. Joint Irregular Warfare Assessment. The Joint Irregular Warfare Assessment (JIWA) is an annual assessment of the joint force's ability to conduct and support irregular warfare operations and activities across the spectrum of conflict. The JIWA provides recommendations to mitigate irregular warfare shortfalls identified during the assessment. The Irregular Warfare –

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CJCSI 3030.01A
3 October 2022

Security Force Assistance Executive Steering Committee receives JIWA recommendations and executes approved recommendations through JSPS and JFDD processes. DJ-7 and the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict chair the Irregular Warfare – Security Force Assistance Executive Steering Committee

d. Chairman's Risk Assessment. The CRA is a title 10, U.S. Code-directed classified assessment of risk to the joint force in achieving key objectives and tasks in the NMS. Primary inputs to the CRA are inputs from the AJA as well as the JSIRA. Joint Staff J-7 provides future risk input to the CRA based on JFDD activities and findings.

e. Joint Strategic Intelligence Estimate. The JSIE defines and assesses the near-term and future global threat environment, including the perspectives of the CCMDs and Services. The Director for Intelligence, J-2 publishes the JSIE to support the CRA, JMNA, JWC, and Global Force Management.

f. Joint Logistics Estimate. The JLE provides a globally integrated assessment of how well the joint force can project, support, and sustain itself through the Future Years Defense Program (FYDP) and beyond, in order to maintain operations through mission accomplishment and redeployment of the force. It describes the sources of risk within logistics Joint Capability Areas and cross-cutting sources of risk across all Joint Capability Areas.

3. Capability Assessments

a. Capability Gap Assessment. The Capability Gap Assessment (CGA) is a deliberate assessment by which the CJCS and JROC carry out responsibilities in accordance with title 10, U.S. Code, sections 153 and 181. The CGA process begins with the receipt of the integrated priority lists (IPLs) provided by the CCMDs in response to the AJA. The IPL submission is the opportunity for the CCDRs and Chief, NGB to quantify military risk and prioritize gaps that limit the joint force's ability to achieve current or future military objectives. Submissions are listed in the commander's selected priority order, beginning with the gaps that require the highest attention by the DoD in finding capability solutions. The CGA supports the JROC by documenting capability gaps, assessing on-going efforts, and proposing recommended actions. These efforts facilitate the prioritization of resourcing within capability portfolios to better serve the needs of the joint force.

b. Joint Military Net Assessment. The JMNA compares joint force capabilities and capacity against current global security threats identified in the NMS. This comparison provides a baseline assessment and possible areas

UNCLASSIFIED

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CJCSI 3030.01A
3 October 2022

for defense innovation and concept development. The JMNA is a comprehensive assessment of joint force capability, capacity, and readiness to execute the NMS through the FYDP. JMNA synthesizes the AJA, CGA, Joint Force Readiness Review, Joint Personnel Estimate, JLE, JSIE, and other sources into an overarching view of comprehensive joint readiness to implement the JWC in accordance with SecDef and CJCS direction. Ultimately, the JMNA informs CJCS recommendations about strategic, programmatic, budgetary, and force development choices. Outcomes from JFDD activities are incorporated into this effort.

c. OSD Analysis and Assessments. OSD broadly conducts analysis in support of strategic priorities and informs the JFDD and Program and Budget Review processes. As an example, Strategic Portfolio Reviews (SPRs) are one of DoD's primary analytical activities. The Director, CAPE leads SPRs, and review teams include a broad cross-section of stakeholders with substantial Service participation. JFDD analysis and recommendations inform, and are informed by, SPR results.

d. OBME Assessments. Joint and Service school leadership responsible for JPME program certification are required to submit Biennial JPME Assessment Reports to qualify for JPME certification under OBME. To evaluate overall JPME effectiveness, Joint Staff J-7 will use a combination of AJA surveys, focus groups, and stakeholder feedback over a six-year evaluation period beginning to produce annual reports of JPME program effectiveness in achieving program learning outcomes. For external assessments, Joint Staff J-7 will query senior leaders across the Joint Staff, OSD, Defense Agencies, and CCMDs on perceptions of how well JPME graduates are prepared for Joint duty assignments.

e. Assessment Outcomes. The CPR is the CJCS's direct input to the DPG and represents his advice to the SecDef on capability investments to ensure the joint force maintains competitive advantages over its adversaries. The JFDD enterprise provides timely and relevant input to the CPR through analytically supported inputs to the JMNA and CPMRs. The CPR is the culmination of the Joint Staff's assessment inputs to financial investment into the future joint force.

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CJCSI 3030.01A
3 October 2022

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CJCSI 3030.01A
3 October 2022

ENCLOSURE D

DEVELOPING CONCEPTS

1. Overview. This enclosure describes the overarching guidelines for developing concepts. Concepts propose new approaches for addressing compelling challenges—current or envisioned—for which existing approaches and capabilities are ineffective, insufficient, or nonexistent. Joint concepts describe a method for employing joint force capabilities to achieve a stated objective or aim within the context of a specified operating environment or against specified joint force challenges. Joint concepts propose how the joint force may develop new approaches to conduct joint operations, functions, and activities. The Joint Staff J-7, on behalf of the CJCS, leads development and revision of the JWC and coordinates concept development input from the Services, CCMDs, and other DoD components. JWC development involves collaboration amongst all stakeholders to inform the JWC and supporting concepts. Collaboration amongst the joint force throughout concept development helps guide future force modernization.

2. Concept Categories. For JFDD, there are three categories of concepts:

a. JWC. Enclosures A and B describe the role of the JWC (reference k).

b. Supporting Concepts. As directed by the SecDef and CJCS, supporting concepts are developed to focus on specific challenges within the context of the JWC. These concepts are aggregated into the JWC.

c. Other Concepts. DoD components may develop concepts that propose new approaches to challenges within their organization.

3. Concept Development Process. The concept development process is a deliberate approach consisting of four major activities: research; writing; evaluation; and coordination and approval.

a. Research. Concept writing begins with research to refine future military challenges and discover a wide range of innovative ideas that might contribute to the challenges' solution. Concept writers analyze the JOE to identify future trends, implications, and challenges. Strategic guidance, joint and Service doctrine, studies, lessons learned, training and exercise outcomes, and scholarly journals provide additional information to expand the writing team's understanding and perspectives. It is important to look beyond the joint force to other relevant government agencies, non-governmental organizations, academia, industry, and multinational partners to broaden perspectives on the

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CJCSI 3030.01A
3 October 2022

challenge and potential solutions. A common understanding of the future operating environment 15–20 years out establishes the foundation for joint concept-driven, threat-informed capability development. Concept developers collaborate with the futures and intelligence communities (including the Defense Intelligence Agency (DIA), Joint Staff J-2, National Intelligence Council, Services, and selected allies and partners) in developing intelligence-driven joint force implications, as expressed in the JOE and Gamechanger studies.

b. Writing. Writing a concept is an iterative rather than linear process. Concept writers must constantly assess the impact that changes in one section might have on other sections of the document. The goal of concept writing is to clearly communicate a compelling military challenge, a proposed way of operating to overcome the challenge, and the capabilities that will support the proposed operational approach. Concepts are formatted in accordance with the outline provided in paragraph 3. of this enclosure and in a manner that best communicates the central idea(s), supporting ideas, and proposed solution(s) to the military problem.

c. Evaluation. Concept evaluation provides a review of the concept's central and supporting ideas, CRCs, implications, and risks and provides feedback on the draft concept's viability.

d. Coordination and Approval. Collaboration throughout the writing process strengthens concept development and enables smooth transition to formal staffing. For the JWC and supporting concepts, the Joint Staff J-7 facilitates weekly JWC synchronization meetings to discuss revisions to the JWC. These meetings are the primary action officer forum for collaborating across components to advance the concept. Other concepts written by DoD components should conduct collaboration—both internally and externally—for wider consensus and support. The JWC and supporting concepts are approved through the OpsDepts and JCS Tank in a formal staffing process. The CJCS signs the JWC and forwards it to the SecDef for endorsement. Other concepts written by DoD components will use their formal staff approval processes.

4. Outline for a Concept

a. Executive Summary. Concepts should include an executive summary succinctly describing the main features of the concept so that readers can quickly understand the concept's main points and overall structure.

b. Operating Environment. This section identifies aspects of the future operating environment directly relevant to the concept. It provides the justification for the identified gap, challenge, or opportunity. The writing team

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CJCSI 3030.01A
3 October 2022

will consider the future environment as described in the NMS, JOE and other assessments of the future security environment.

c. The Military Problem. The military problem section should succinctly express the operational challenges the solution should address. It will synthesize key aspects of the future security environment into a compelling statement of the military problem that existing solutions cannot address, or on an unrealized opportunity to increase the effectiveness of joint operations.

d. The Central and Supporting Ideas of the Proposed Solution. The central idea is the centerpiece of the concept, providing a framework for how the joint force will address the proposed military challenges. Supporting ideas explain and expand on the central idea in greater detail. This set of ideas introduces new ways of operating and accentuates differences from extant practices.

e. CRCs. This section of the concept describes capabilities the joint force must possess in order to execute the concept. The ability to operate as described in the concept generates force development implications. Concept writers express these implications as CRCs. CRCs directly map to one or more of the concept's ideas for addressing the military challenge within the future operating environment. CRCs:

(1) Directly map to one or more of the concept's ideas, should address a single capability, and should not be duplicated within the same concept.

(2) Are measurable in their ability to solve the military problem and sufficiently detailed to facilitate transition to capability development processes.

(3) Propose a new capability or describe how an existing capability may be modified or applied differently to improve the joint force's ability to operate as described in the concept.

(4) Use existing doctrinal terms or propose new terms.

(5) Are prioritized within the concept to enable implementation and provide a clear understanding of the CRCs that are most critical to the concept.

f. Supporting Documentation. Appendices to the concept to provide supporting guidance, direction, and other pertinent information that directly informed the development of the concept.

5. Concept Revision through a Campaign of Learning. The Joint Staff implements and manages an integrated campaign of learning that aligns

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CJCSI 3030.01A
3 October 2022

training and exercises with war games, experiments, tests, analysis, and technology demonstrations to innovate and gain and maintain advantage in the future against all threats by exploring ways to develop and evaluate concepts that drive capability development. This enterprise approach examines specific problems, tests viability of the concept's ideas, conducts and synthesizes analysis, and provides recommendations to senior leaders. The methodology aligns and incentivizes experimentation and wargaming activities that feed GIWG design, execution, and assessments while concurrently creating feedback loops across DoD, allies and partners, industry, and academia. Continuous outputs from this campaign of learning address joint force challenges, establish priorities, and inform CJCS and SecDef decisions. Concept development is an iterative process that incorporates results from exercises, wargames, experimentation, analysis, and capability development, and considers the future operating environment.

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CJCSI 3030.01A
3 October 2022

ENCLOSURE E RESPONSIBILITIES

1. Overview. This enclosure outlines the responsibilities of the offices, organizations, and individuals tasked with developing and executing JFDD policies and procedures in support of the CJCS's JFDD responsibilities specified in reference a.
2. Office of the Secretary of Defense. The SecDef, with the advice of the CJCS, sets the DoD's policies and objectives and defines the roles of the DoD's senior leadership in executing JFDD strategies and resourcing.
 - a. Establishes priorities, ensures alignment, and directs JFDD activities through the DepSecDef-chaired DMAG.
 - b. Marshals and guides the DoD's analytic capabilities, advances key strategic priorities, and improves the analytic underpinnings available for senior leader decisions through the AWG.
 - c. Endorses the JWC.
3. Chairman of the Joint Chiefs of Staff
 - a. Provides JFDD direction through the NMS, JWC, and other guidance documents.
 - b. Approves and publishes the JWC.
 - c. Approves the Vision for Professional Military Education and Talent Management.
 - d. Approves Joint Training Guidance for the joint force.
 - e. Approves the annual JIWA.
 - f. Approves SAE-Ps.
 - g. Submits Programmatic Recommendations to the SecDef.
4. Vice Chairman of the Joint Chiefs of Staff
 - a. Represents the CJCS as a member of the DMAG.

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CJCSI 3030.01A
3 October 2022

b. Leads the JROC.

5. Joint Staff Directorates. In addition to contributing to JFDD by supporting force employment, development, and design activities, Joint Staff directorates will perform the following tasks:

a. Director for Manpower and Personnel, J-1. Provide advice on manpower and personnel to ensure maximum readiness and sustainability of the total force. Enhance total force readiness by identifying, analyzing, and advising on manpower and personnel issues. Provide insights into future composition of manpower options (e.g., the All-Volunteer Force, Civilian Expeditionary Warfare, and artificial intelligence). Support the J-4 as the proponent for sustainment.

b. Director for Intelligence, J-2. Act as the proponent for the intelligence joint function. In collaboration with DIA and Joint Staff J-7, integrate intelligence support to CONOPS development through a common understanding of the future operating environment by integrating analysis from the JSIE, Gamechanger Studies, JOE, and GIWG. Provide intelligence support to the GIWG series for friendly and adversary intelligence participants.

c. Director for Operations, J-3. Act as the proponent for the information joint function and the co-proponent for the C2 joint function. Integrate campaign planning for capability development with current and future operations, under dynamic force employment, to reinforce desired effects of capability experiments, demonstrations, and tests. Develop concepts and capabilities for global joint C2 and information joint functions. Participate in the GIWG and GIE series for global integration and coordination with allies and partners.

d. Director for Logistics, J-4. Act as the proponent for the sustainment joint function. Develop concepts and capabilities for logistics and sustainment to inform and shape the JWC and Joint Concept for Contested Logistics. Integrate logistics and sustainment support into CONOPS development by integrating analysis from the JLE and logistics studies. Participate in the GIWG and GIE series for global integration and coordination with allies and partners.

e. Director for Strategy, Plans, and Policy, J-5. Develop and publish the NMS to establish the CJCS's vision on how the joint force supports the NDS and NSS. Department lead for the AJA, CRA, and JSIRA. During development of the CRA, considers the strategic and operational risk factors addressed in

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CJCSI 3030.01A
3 October 2022

the JWC. Participate in the GIWG and GIE series for global integration and coordination with allies and partners.

f. Director for Command, Control, Communications, and Computers/Cyber, J-6. Act as the co-proponent for the C2 joint function. Act as the primary proponent for modernizing joint force C2 capabilities, including implementation of Joint All-Domain Command and Control (JADC2) capabilities integration, synchronization, and interoperability across the joint force. Supports JCIDS process through the identification, assessment, validation, prioritization of command, control, communications, and computes (C4)/cyber capability requirements to ensure integrated and effective capabilities implementation. Participates in the GIWG and GIE series for global integration and coordination with allies and partners.

(1) Leads both the C4/Cyber FCB and JADC2 developing, executing, and governing process, frameworks, and joint alignment to accelerate C2 capability development and delivery to the operational community.

(2) Identifies, assess, validates, prioritize, and develops joint military C4/cyber capability requirements to ensure integrated and effective capabilities necessary to conduct joint operations.

(3) Identifies gaps in C2 DOTMLPF-P, concepts, technologies, and processes to enable JADC2 to ensure speed in decision and operational advantage over our adversaries.

(4) Provides comprehensive and fully integrated policies, strategies, plans, attributes, functional requirements, exercises, and experimentation support to the JROC to validate and prioritize strategic requirements that address C2 gaps across the continuum of strategic direction.

g. Director for Joint Force Development, J-7

(1) Develops a DoD-wide approach to align JFDD and develops recommendations for review and decision by the SecDef and CJCS.

(2) Establishes policy and procedures for developing joint concepts, conducting joint training, developing and maintaining joint doctrine, coordinating and conducting JPME, and integrating joint lessons learned.

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CJCSI 3030.01A
3 October 2022

(3) Develops the JWC to drive force development and design, and implements the concept across the DoD through interaction with the programs, decision bodies, activities, and products.

(4) Develops CONOPS and CONEMPs to support in-depth exercise, experimentation, wargaming, and analysis of alternative approaches and potential solutions required to implement the JWC.

(5) Develops, executes, and governs a Joint Experimentation Campaign (to include conducting an annual JEF and updates to the JExG) to assess, align, and prioritize joint experimentation across Services, CCMDs, Joint Staff, OSD, and allies and partners.

(6) Develops and executes the GIWG series to assess the JWC and inform the AWG and DMAG through GIWG outcomes.

(7) Directs and approves the development of JWNs

(8) Designs and executes the GIE series to prepare the joint force for GIO through a campaign of learning, assessment of operational campaign plans, and the identification and closing of gaps related to Joint Force Development requirements.

(9) Designs and executes the GICoL series to address reoccurring challenges identified during previous GIEs.

(10) Provides oversight, guidance, and resources for LSGEs to exercise and evaluate global integration against a great power threat.

(11) In accordance with reference c, coordinates and advocates for JFDD solutions within the JCIDS process to ensure mutual support, eliminate redundancies, and implement DMAG guidance.

(12) Serves as the JTEEP program manager for budget execution on behalf of the CCMDs and Services.

(13) Establishes policies and procedures to ensure U.S. participation in the development of ally and partner joint concept, doctrine, capability development, and terminology.

(14) Identifies opportunities to evaluate and expand JFDD priorities and potential solutions in Service and CCMD wargames, exercises,

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CJCSI 3030.01A
3 October 2022

experiments, and other venues with allies and partners and presents recommendations to the DMAG.

(15) Leads the execution of the WLIF program and governance structure.

(16) Provides assessment of future risk to the joint force in the CRA.

(17) Develops the annual JIWA.

(18) Provides for the development, integration, and implementation of the Joint Experimentation Network.

h. Director for Force Structure, Resources, and Assessment, J-8

(1) Serves as Secretariat for the JROC and JCB Chair in accordance with reference c.

(2) Ensures concept-driven, threat-informed capability development assessments are incorporated in annual CPMRs to inform the CPR.

(3) Develops assessments, in concert with the Joint Staff J-3 and J-5, to provide guidance to the force providers and joint force providers on capturing force sufficiency data during the annual Global Force Management assessment process.

(4) In support of the Under Secretary of Defense for Acquisition and Sustainment and the Defense Acquisition System, evaluates and proposes additional innovative ways and options for rapid capability development (requirements and acquisition).

(5) In support of the USD(R&E), evaluates and aids in research, development, and prototyping activities across the DoD enterprise and ensures technology superiority.

(6) Incorporates force development recommendations derived from studies, analyses, assessments, war games, experiments, and exercises into the CPR.

(7) Coordinates JCIDS activities with the JFDD enterprise to minimize duplication of effort and inform proposed joint concepts.

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CJCSI 3030.01A
3 October 2022

(8) Acts as the proponent for the Protection, Fires, and Movement and Maneuver Joint Functions.

6. Services, Combatant Commands, National Guard Bureau, Defense Agencies, and Chairman's Controlled Activities. As appropriate, support JFDD as follows:

a. Coordinate exercises and other relevant training venues as opportunities for experimentation, testing, and prototyping activities by offering a realistic environment for evaluating materiel solutions and non-materiel concepts.

b. Adapt and modernize training and exercise programs to explore new approaches to competing and fighting, develop asymmetric advantages, and incorporate appropriate technology and concepts.

c. Design and execute exercises that focus on priority threats and stress vertical and horizontal integration from the operational to the strategic national level.

d. Participate in JWC and supporting concept development activities. Provide warfighting insights that balance regional and global perspectives and better enable global integration.

e. Participate in GIWGs, GIEs, and LSGEs.

f. Conduct experimentation and prototype demonstrations through the WLIF program.

g. Participate in the annual JEF and actively contribute to the JExC by providing experimentation results and data into JExNet. Guide JWC-based experimentation through a common governance process directed by the JEF.

7. President, National Defense University

a. In accordance with reference u, actively aligns NDU's core activities with JFDD efforts for the joint force.

b. Contributes to JFDD activities through the delivery of JPME curricula specifically oriented on joint campaigning and warfighting. Includes methods of wargaming and research to identify and advance solutions to current and emerging problem sets.

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CJCSI 3030.01A
3 October 2022

- c. Where appropriate, incorporate JFDD developments into JPME curricula, including the Joint and Combined Warfighting School and Joint Advanced Warfighting School.
- d. Incorporate JFDD requirements into NDU's Annual Research Plan.
- e. Co-chair and support the JFDD ARP through the NDU Institute for National Strategic Studies.

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UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

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E-8

Enclosure E

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CJCSI 3030.01A
3 October 2022

ENCLOSURE F

PRODUCTS AND FORUMS INTEGRATED WITH JOINT FORCE DEVELOPMENT AND DESIGN

Element	Signature Authority	JS Lead	Frequency	Purpose
Strategic Documents that Inform or are Informed by JFDD				
National Security Strategy Title 50, U.S. Code, section 3043(a)	President	N/A	as required	Provides descriptions of “the worldwide interests, goals, and objectives of the [U.S.],” “national defense capabilities...necessary to deter aggression,” proposed “short-term and long-term uses” of elements of national power, and “the adequacy of the capabilities...to carry out the strategy.”
National Defense Strategy Title 10, U.S. Code, section 113(g)(1)	SecDef	J-5 (OCR)	at least every 4 years	Provides formal defense guidance that includes, but is not limited to: descriptions of the “the most critical and enduring threats to national security, a strategic framework” that “guides how the will prioritize among the threats,” the “elements of the defense program necessary to support [the strategy],” and “the major investments in defense capabilities, force structure, force readiness, force posture, and technological innovation that the [DoD] will make.
National Military Strategy Title 10, U.S. Code, sections 153(b)(3)(A) and 153(b)(4)	CJCS	J-5	review even numbered years	Serves as the CJCS’s central strategic and planning document, and provides military guidance for the employment, development, and design of the joint force.
Joint Warfighting Concept	CJCS	J-7	Continuous	Advances the joint force’s operational effectiveness and capability employment to meet current and future challenges.
Joint Operating Environment	DJ-7 and DIA	J-7	CJCS’s term start / as required	Describes the future operational environment and its military implications.
Assessment Documents that Inform or are Informed by JFDD				
Annual Joint Assessment	N/A	J-5	annually	Collects CCMD, Service, and NGB perspectives on the strategic environment, risks, and priorities.
Joint Staff Independent Risk Assessment	N/A	J-5	annually	Joint Staff collaboration with the intelligence community to develop an independent risk assessment in support of the CRA.
Joint Strategic Intelligence Estimate	DJ-2	J-2	annually	Assesses the global threat environment and the threats posed by adversaries likely to arise in 2 to 10 years and the implications
Chairman’s Net Assessments	DJ-8	J-8	as required	Provides relevant net assessments that focus on a single adversary or topic as directed by the CJCS. These net assessments directly inform the JMNA.
Joint Military Net Assessment	CJCS	J-8	annually	Serves as the capstone Joint Staff assessment product on comprehensive joint readiness; synthesizes other JSPS assessments.
Capability Gap Assessment	CJCS	J-8	annually	Identifies and assesses joint military requirements; recommends prioritization and resourcing to address risks and gaps.
Chairman’s Risk Assessment Title 10, U.S. Code, section 153(b)(3)(B)	CJCS	J-5	annually	Assesses strategic risk to national interests and military risk to execution of the NMS.
Joint Irregular Warfare Assessment	CJCS	J-7	annually	Assesses the ability of the joint force to conduct and support Irregular Warfare operations and activities across the spectrum of conflict. Provides recommendations to mitigate shortfalls identified during the assessment.
Strategic Portfolio Review	OSD CAPE	J-8	as required	Marshals and guides the Department’s analytic capabilities, advances key strategic priorities, and improves the analytic underpinnings available for senior leader decisions through the AWG.
Programmatic and Capability Documents Informed by JFDD				
Defense Planning Guidance Title 10, U.S. Code, section 113(g)(2)	SecDef	J-8 (OCR)	annually	Describes the SecDef’s force planning and development, analytic, and investment priorities for the future joint force. The DPG informs the Service POMs.
Program Objectives Memorandums	varied	N/A	annually	Recommendations from the DoD Components to the SecDef addressing how they plan to allocate resources to meet planning and programming guidance.
Chairman’s Program Recommendation Title 10, U.S. Code, section 153(a)(7)(A)	CJCS	J-8	annually	Provides CJCS’s military advice to the Secretary on capability investments needed to improve comprehensive joint readiness.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

JROC Strategic Directive	VCJCS	J-8	as required	Direct future capabilities that the Services, CCMDs, and other DoD components need to build towards, IAW reference c.
Capability Portfolio Management Review	FCB Chairs	J-8	annually	Formally evaluate Services', CCMDs', and other DoD components' capability development efforts to address gapped capabilities.
Strategic Capabilities Development Guidance	VCJCS	J-8	as required	Guide the Services', CCMDs', and other DoD components to develop certain capabilities to support joint warfighting requirements.
JFDD Documents and Forums to Build the Force				
JWC Joint Experimentation Guide	DJ-7	J-7	as required	Provides a framework for joint experimentation and synchronizes experimental and analytical outputs to inform senior leader decision-making.
Globally Integrated Wargame	CJCS	J-7	as required	Inform JFDD through JWC-based Joint and Combined wargames, and support AWG and DMAG decisions through GIWG outcomes.
Advancing Globally Integrated Logistics Effort	CJCS	J-4	as required	A forum for senior logisticians, planners, and operators to explore ideas proposed in joint concepts and identify potential solutions to joint force logistics and sustainment challenges
Joint Experimentation Forum	n/a	J-7	as required	Informs, synchronizes, and supports joint experimentation
Joint Warfighting Notes	DJ-7	J-7	as required	Provide warfighting insights, lessons learned and best practices throughout the joint force
Multinational Capability Development Campaign	n/a	J-7	as required	Program of allies and partners that improves interoperability in joint, multinational and coalition operations to meet the present and future need of the joint force and mission partners.
JFDD Documents and Forums to Educate the Force				
JCS PME Vision	CJCS	J-7	as required	Provide additional guidance to the joint force, beyond published policy, concerning PME.
Periodic Special Areas of Emphasis	CJCS	J-7	annually	Approved JPME topics that respond to the emerging needs of the CJCS, the Joint Chiefs, CCDRs, and the Joint Staff.
CJCSM Outcomes Base Military Education Manual	DJS	J-7	as required	Require JPME institutions to instruct and assess joint leaders in ways that will ensure they can lead and contribute in the current and future strategic environment.
CJCSIs on Officer and Enlisted Military Education Policy	CJCS	J-7	as required	Provide guidance for the services to educate joint officers and enlisted service members to fulfill national strategic objectives with the joint force.
Joint Leader Development Council	n/a	J-7	as required	Resolve issues in implementing and integrating the JCS Vision and Guidance
Military Education Coordination Council	n/a	J-7	as required	Addresses key educational issues of interest to the joint education community, promote cooperation and collaboration amongst the MECC member institutions, and coordinate joint education initiatives.
Joint Doctrine Development Community	n/a	CJCS	as required	Serves as the primary publication review and approval community for joint doctrine products, including JDNs and JPs.
JFDD Documents and Forums to Train the Force				
Chairman's Joint Training Guidance	CJCS	J-7	annually	Sets conditions for joint readiness and force development; directs training for globally integrated operations
Globally Integrated Exercises	n/a	J-7	annually	The annual culminating event from the GICoL that improves whole of government and ally and partner alignment, evaluates globally integrated operations, and informs updates to GCPs, GIFs, and Tier 1 exercises.
Large Scale Global Exercises	SecDef	J-7	annually	Joint force-conducted, annual exercise to evaluate global integration against a great power threat.
Joint Training Synchronization Conference	n/a	J-7	annually	Plan resourcing and funding for future joint exercises and training.
All 7s	n/a	J-7	monthly	Help the joint force maintain alignment with the JWC and requirements within the context of the NMS and national priorities. Additionally, bridges knowledge gaps and encourages information sharing that can lead to rapid advancements or the adoption of novel concepts and capabilities.
Senior Advisory Group	n/a	J-7, OSD (FE&T)	as required	Provides strategic direction for all joint training efforts and approves the Program Objective Memorandum (POM). Also convenes to de-conflict unresolved training issues.
Chairman's Joint Training Policies	CJCS	J-7	as required	Fulfills CJCS Title 10 responsibilities to formulate policies and technical standards for the joint training of the armed forces.
Joint Doctrine Notes	DJ-7	J-7	as required	A pre-doctrinal publication that presents common fundamental guidance and is part of the initiation stage of the joint doctrine development process.
Joint Publications	DJ-7	J-7	as required	Presents fundamental principles that guide the employment of US military forces in coordinated and integrated action toward a common objective.

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CJCSI 3030.01A
3 October 2022

ENCLOSURE G

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- d. “Manual for the Operation of the Joint Capabilities Integration and Development System,” 30 October 2021
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- g. “2022 National Military Strategy,” June 2022
- h. “Joint Operating Environment 2040,” 10 February 2020
- i. Title 50, U.S. Code, section 3043, subsection b
- j. Title 10, U.S. Code, section 113, subsection g
- k. “Joint Warfighting Concept 2.0,” May 2022
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- m. “DoD Data Strategy,” 30 September 2020
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UNCLASSIFIED

UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

- p. “Developing Today’s Joint Officers for Tomorrow’s Ways of War: The Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management,” 1 May 2020
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- r. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- s. CJCSM 1810.01 Series, “Outcome-Based Military Education Procedures for Officer Professional Military Education”
- t. “Senior Enlisted Advisor to the Chairman Enlisted PME Vision: Developing Enlisted Leaders for Tomorrow’s Wars,” 2021
- u. CJCSI 1801.01 Series, “National Defense University Policy”
- v. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- w. CJCSM 5120.01 Series, “Joint Doctrine Development Process”
- x. CJCSG 3500.01 Series, “Chairman’s Guidance for Training and Exercise Support to Global Integration for Fiscal Years 2022-2025,” 20 December 2021
- y. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”
- z. CJCSM 3500.03 Series, “Joint Training Manual for the Armed Forces of the United States”
- aa. CJCSG 3501 Series, “The Joint Training System: A Guide for Senior Leaders”
- bb. CJCSI 3500.02 Series, “Universal Joint Task List Program”
- cc. CJCSM 3500.04 Series, “Universal Joint Task Manual”
- dd. CJCSM 3511.01 Series, “Joint Training Resources for the Armed Forces of the United States”
- ee. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- ff. CJCSM 3150.25 Series, “Joint Lessons Learned Program”

UNCLASSIFIED

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CJCSI 3030.01A
3 October 2022

- gg. JSM 3150.25 Series, “Joint Lessons Learned Program”
- hh. DoDD 5105.79, “DoD Senior Governance Councils,” 8 November 2021
- ii. “Department of Defense Military Training Capabilities Group Charter,” 08 September 2020
- jj. CJCSI 2700.01 Series, “Rationalization, Standardization, and Interoperability Activities”

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UNCLASSIFIED

CJCSI 3030.01A
3 October 2022

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G-4

Enclosure G

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CJCSI 3030.01A
3 October 2022

GLOSSARY

PART I—ABBREVIATIONS AND ACRONYMS

AGILE	Advancing Globally Integrated Logistics Effort
AJA	Annual Joint Assessment
ARP	Analytic Research Program
AWG	Analysis Working Group
A>	analysis and gaming tools
C2	command and control
C4	command, control, communications, and computers
CAPE	Cost Assessment and Program Evaluation
CAV	Concept Analysis and Validation
CGA	Capability Gap Assessment
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CONEMP	concept of employment
CONOPS	concept of operations
CPR	Chairman's Program Recommendation
CPMR	Capability Portfolio Management Review
CRA	Chairman's Risk Assessment
CRC	concept required capability
DASD(FE&T)	Deputy Assistant Secretary of Defense for Force Education and Training
DepSecDef	Deputy Secretary of Defense
DIA	Defense Intelligence Agency
DJ-7	Director for Joint Force Development, Joint Staff
DJ-8	Director for Force Structure, Resources, and Assessment, Joint Staff
DMAG	Deputy's Management Action Group
DoD	Department of Defense
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DPG	Defense Planning Guidance
FCB	Functional Capabilities Board
FYDP	Future Years Defense Program
GCP	Global Campaign Plan
GICoL	Global Integration Campaign of Learning

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CJCSI 3030.01A
3 October 2022

GIE	Globally Integrated Exercise
GIO	Globally Integrated Operations
GIWG	Globally Integrated War Game
GO/FO	general officer/flag officer
JADC2	Joint All-Domain Command and Control
JCB	Joint Capabilities Board
JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JDDC	Joint Doctrine Development Community
JDN	Joint Doctrine Note
JEP	Joint Exercise Program
JEF	Joint Experimentation Forum
JExG	Joint Experimentation Guide
JExNet	Joint Experimentation Network
JFDD	Joint Force Development and Design
JIWA	Joint Irregular Warfare Assessment
JLA	Joint Learning Area
JLDC	Joint Leader Development Council
JLE	Joint Logistics Estimate
JLLP	Joint Lessons Learned Program
JLLIS	Joint Lessons Learned Information System
JMNA	Joint Military Net Assessment
JOE	Joint Operating Environment
JP	joint publication
JPME	joint professional military education
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JSD	Joint Requirements Oversight Council Strategic Directive
JSIE	Joint Strategic Intelligence Estimate
JSIRA	Joint Staff Independent Risk Assessment
JSPS	Joint Strategic Planning System
JTEEP	Joint Training Exercise and Evaluation Program
JTIMS	Joint Training Information Management System
JTSC	Joint Training Synchronization Conference
JWC	Joint Warfighting Concept
JWE SyEn	Joint Wargaming and Experimentation Synthetic Environment
JWN	Joint Warfighting Note
LOE	line of effort

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CJCSI 3030.01A
3 October 2022

LSGE LVC	Large Scale Global Exercise live-virtual-constructive
MCDC MECC MTCG M&S	Multinational Capability Development Campaign Military Education Coordination Council Military Training Capabilities Group Modelling and simulation
NDS NGB NMS NSS	National Defense Strategy National Guard Bureau National Military Strategy National Security Strategy
OBME OpsDepts OSD OSD(CAPE)	Outcomes-Based Military Education Operations Deputies Office of the Secretary of Defense Office of the Secretary of Defense Cost Assessment and Program Evaluation
OUSD(R&E)	Office of the Under Secretary of Defense for Research and Engineering
PME POM	Professional Military Education Program Objective Memorandum
RDER	Rapid Defense Experimentation Reserve
SAE SAE-E SAE-P SAG SCDG SecDef SPR	Special Area of Emphasis Special Area of Emphasis-Enduring Special Area of Emphasis-Periodic Senior Advisory Group Strategic Capabilities Development Guidance Secretary of Defense Strategic Portfolio Review
TMCC TTPs	Talent Management Coordination Council tactics, techniques, and procedures
USD(P) USD(R&E)	Under Secretary of Defense for Policy Under Secretary of Defense for Research and Engineering
WLIF	Warfighting Lab Incentive Fund

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3 October 2022

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Glossary

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CJCSI 3030.01A
3 October 2022

PART II—DEFINITIONS

(Unless otherwise stated, the terms and definitions contained in this glossary are for the purposes of this document only.)

Advancing Globally Integrated Logistics Effort. A Joint Staff J-4–led forum for senior logisticians and operations to explore ideas proposed in Joint Concepts and identify potential solutions to joint force logistics and sustainment challenges.

Allies and Partners Experimentation Network. Experimentation knowledge and data system for building the joint experimentation community of interest with allies and partners. It provides an enduring, integrated digital capability to manage, share, aggregate, analyze, exploit, and present data and knowledge in support of strategic guidance and direction and the Joint Force Development and Design campaign of learning. Integrated with the Joint Experimentation Network.

Concept Analysis and Validation. A program administered by the Joint Staff J-7 to assesses and fund studies that address concepts identified within the Joint Warfighting Concept.

Concept of employment. A description in broad terms of the application of specific technologies, processes, weapons systems, or forces to perform a particular mission, task, or procedure. They are the most specific of all military concepts and contain a level of detail sufficient to inform the establishment of programmatic requirements.

Concept of operations. A verbal or graphic statement that clearly and concisely expresses what the commander intends to accomplish and how it will be done using available resources (JP 5-0).

Concept required capability. A proposed capability derived logically from the concept’s central and supporting ideas and required for the concept’s execution.

Department of Defense Components. Collective term for the Office of the Secretary of Defense, Military Departments, Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, Combatant Commands, Office of the Inspector General of the Department of Defense, the Defense Agencies, Department of Defense Field Activities, and all other organizational entities within the Department of Defense (DoDD 5100.01).

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CJCSI 3030.01A
3 October 2022

Exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution that is carried out for the purpose of training and evaluation (JP 3-0).

Experiment. An empirical means of establishing cause-and-effect relationships through the manipulation of independent variables and measurement of dependent variables in a controlled environment (“Guide for Understanding and Implementing Defense Experimentation,” 2006).

Gamechanger studies. Studies conducted every two years by the Defense Intelligence Agency with military implications provided by the Joint Staff J-7 and support from the Joint Staff J-2, resulting in a written report. The purpose is to develop self-contained scenarios and technological developments that present unique challenges to defense planning, strategy and force development and design. The objective of Gamechanger Studies is to present assessments that explore the possible edge of scenarios and technologies in an effort to mitigate their surprise and determine their potential implications to support defense planning and acquisition.

Global Integration Campaign of Learning. A Chairman Exercise Program that consists of a series of senior leader seminars designed to address reoccurring challenges identified during previous Globally Integrated Exercises as part of the joint force training activities for Globally Integrated Operations. The focus of the GICoL is to expand senior leader decision space in a complex environment and improve on deficient Globally Integrated Operations processes during global security crises.

Globally Integrated Exercise. A Globally Integrated Exercise is an exercise designed to improve the readiness of joint force leaders to conduct global integration and provide military advice to and decision space for the Secretary of Defense and President early in an emerging crisis with one or more major adversaries.

Globally Integrated War Game. A Chairman of the Joint Chiefs of Staff-directed series of annual games designed to inform joint force development and design. A Globally Integrated War Game examines the Joint Warfighting Concept and future concepts.

Global integration. Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed, as a whole, to address transregional, all-domain, and multi-functional challenges.

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CJCSI 3030.01A
3 October 2022

Interoperability. The ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives (JP 3-0).

Joint Experimentation Forum. An annual forum led by Joint Staff J-7 that informs, synchronizes, and supports joint experimentation prioritized efforts.

Joint Experimentation Network. DoD system of record for managing joint experimentation knowledge and data and is the backbone for building the joint experimentation community of interest. It provides an enduring, integrated digital capability to manage, share, aggregate, analyze, exploit, and present data and knowledge in support of strategic guidance and direction and the Joint Force Development and Design campaign of learning.

Joint concept-driven, threat-informed capability development. The approach for developing a globally integrated, partnered joint force that is designed and able to out-think, out-maneuver, and out-fight any adversary under conditions of disruptive change. It drives resource decisions to achieve Globally Integrated Operations today and into the future. It identifies ways in which the joint force should adapt current ways and means to meet near-term requirements. Simultaneously, it develops innovative ways to change organizations, operational approaches, and capabilities to operate in fundamentally different and disruptive ways.

Joint Force Development and Design. The iterative and continuous process of improving the effectiveness of the current and future joint force through concept development, assessment, capability development, and joint force proficiency. Joint Force Development and Design assesses the joint force strategic capabilities in comparison with our enemies and adversaries, measures our current capabilities against assumed strategic risk, and provides technological and operational solutions to bridge those gaps and sustain competitive advantage across two overlapping time horizons: 3–7 years for intermediate-term gaps (force development), and 5–15 years for long-term capability gaps (force design).

Joint Operating Environment. The Joint Operating Environment establishes a baseline understanding of the future operating environment to set conditions for effective joint concept-driven, threat-informed capability development for the Department of Defense. It provides a perspective on future trends, contexts, and implications for future joint force commanders, other leaders, and professionals in the national defense field.

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CJCSI 3030.01A
3 October 2022

Joint Professional Military Education. A subset of professional military education that reflects a concentration on joint matters, frequently offered in tandem with the delivery of Service-focused professional military education. “Consists of the rigorous and thorough instruction and examination of officers of the armed forces in an environment designed to promote a theoretical and practical in-depth understanding of joint matters and, specifically, of the subject matter covered (reference bb).”

Joint Wargaming and Experimentation Synthetic Environment Infrastructure. The Joint Wargaming and Experimentation Synthetic Environment comprises enterprise Live-Virtual-Constructive Modelling and Simulation and Analysis and Gaming Tools that specifically support wargaming, experimentation, analysis, and gaming functionality.

Large Scale Global Exercise. A Joint Exercise Program event designed to train and access the joint force for future conflict.

Multinational Capability Development Campaign. A Joint Staff J-7–led program consisting of 25 multinational allies and partners focused on developing non-materiel solutions with the aim of improving interoperability in Joint, multinational and coalition operations to meet the present and future need of the joint force and mission partners.

Strategic Capabilities Development Guidance. Specific written products that complement JROCMs and guide services, through the Functional Control Boards, to develop certain capabilities to support joint warfighting requirements.

Special Areas of Emphasis. Topics approved by the Chairman of the Joint Chiefs of Staff based on an independent stakeholder review to ensure Joint Professional Military Education curricula relevance and currency (references o and q).

Warfighting Lab Incentive Fund. The Warfighting Lab Incentive Fund supports, via a cross-enterprise governance structure, the development and refinement of new Service and Joint concepts of operation via field experiments and demonstrations that take concepts from paper to real world execution. (DepSecDef memo, “Warfighting Lab Incentive Fund and Governance Structure,” 6 May 2016).

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