



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-5

DISTRIBUTION: A, B, C

CJCSI 3100.01D

20 July 2018

## JOINT STRATEGIC PLANNING SYSTEM

References: See Enclosure K.

1. Purpose. This instruction provides the Chairman of the Joint Chiefs of Staff (hereafter "Chairman") policy and direction on the execution of the Joint Strategic Planning System (JSPS). The JSPS is the method by which the Chairman fulfills his responsibilities under Title 10, U.S. Code (Title 10, U.S.C.), maintains a global perspective, and develops military advice for the Secretary of Defense and the President.

a. Title 10, U.S.C., chapter 5, section 153 requires the Chairman to perform six primary functions: providing strategic direction for the Armed Forces; conducting strategic and contingency planning; assessing comprehensive joint readiness; managing Joint Force development; fostering joint capability development; and advising on global military integration.

b. The Joint Staff is responsible to the Chairman for developing the products and executing the processes described in this instruction.

c. The JSPS supports the Chairman's interactions with Congress, the President, the Secretary of Defense, the Joint Force, the Services, and the Combatant Commands.

2. Superseded/Canceled. The Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3100.01C, "Joint Strategic Planning System," dated 20 November 2015, is hereby superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, and Combatant Commands.

4. Policy. Title 10, U.S.C., sections 151, 153, 163, and 181 provide the foundation for this instruction. Section 151 designates the Chairman as the principal military advisor to the President, the National Security Council, the

Homeland Security Council, and the Secretary of Defense. Section 153 outlines the Chairman's functions and directs that the Chairman publish the National Military Strategy (NMS) and prepare an annual risk assessment of the NMS. Section 163 outlines the Chairman's communication and oversight roles with respect to the Combatant Commands. Finally, section 181 establishes the Joint Requirements Oversight Council to assist the Chairman in his capability development responsibilities.

5. Definitions. See Glossary.

6. Responsibilities. This instruction describes the JSPS and assigns responsibilities.

7. Summary of Changes. The significant changes in this instruction are in response to two catalysts. First was the 2016 change in the Chairman's responsibilities in Title 10, U.S.C., section 153, which added comprehensive joint readiness and global military integration as primary functions. Second was the transformation of the way the Chairman exercises those responsibilities, specifically the development of globally integrated strategies, plans, and decision-making processes to address transregional and multi-functional threats across all domains. This instruction incorporates the following changes:

a. Organizes the JSPS around the six primary statutory Chairman's functions.

b. Highlights the enhanced role of the NMS as the central strategic guidance document for the Joint Force.

c. Introduces and explains the global integration concept.

d. Introduces and explains the role of the Joint Military Net Assessment.

e. Explains the purpose and scope of the Joint Strategic Campaign Plan.

f. Introduces and explains Global Campaign Plans and Cross-Functional Teams.

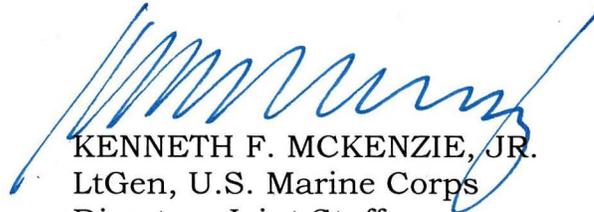
g. Highlights the important role of concepts, doctrine, education and training.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies and departments, and the public, may obtain copies of this directive through the Internet from the

Chairman's Directives Electronic Library at <<http://www.jcs.mil/library>>. Joint Staff activities may obtain access via the SIPR directives Electronic Library Web sites.

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

For the Chairman of the Joint Chiefs of Staff:



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Enclosures:

- A Introduction
- B Strategic Direction
- C Strategic and Contingency Planning
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## ENCLOSURE A

### INTRODUCTION

1. Military Environment. While the character of war may change to accommodate technologies, methods, and norms, the nature of war is unchanging. War remains a violent clash of political wills, driven by the unpredictable interplay of reason, chance, and passion. War's fundamental nature endures. The character of war continues to evolve. The crises and contingencies that the Joint Force faces today are transregional (cutting across multiple Combatant Commands), all domain (land, sea, air, space, and cyberspace), and multi-functional (conventional, special operations, ballistic missile, strike, cyber, and space capabilities). Today's competitors and adversaries increasingly synchronize, integrate, and direct lethal operations and other non-lethal elements of power with greater sophistication. Our competitors and adversaries will exploit the seams created by purely regional and functional approaches.
2. Global Integration. The challenging global operating environment requires the Chairman and the Joint Staff to have an integrated global perspective and provide strategic direction for joint operations across all domains and regions. To that end, the 2016 National Military Strategy (NMS) introduced the concept of global integration. Global integration is the arrangement of cohesive Joint Force actions in time, space, and purpose, executed as a whole to address transregional, multi-functional challenges across all domains. It is a top-down, iterative process that integrates planning, prioritizes resources, and assesses progress toward strategic objectives. Global integration ends include enhanced senior leader decision making, strategically integrated worldwide operations, and a balanced and lethal future Joint Force. It is the conceptual foundation for all JSPS products and processes.
3. Shared Understanding. Global integration requires a shared understanding of threats, risks, and trade-offs. Strategic assessments provide the analytical foundation for this shared understanding. Essential assessments include the Joint Military Net Assessment (discussed in Enclosure D) and the Chairman's Risk Assessment (discussed in Enclosure G). These assessments form an analytical baseline and thus guide the development of the Chairman's military advice on global posture, readiness, risk, and balancing near-term resource decisions with maintaining the Joint Force's competitive advantages.
4. Military Advice. The Chairman's military advice represents his apolitical professional military judgment on a wide range of Joint Force issues and topics. The Joint Force's shared understanding bolstered by Joint Staff analysis is the basis for the Chairman's military advice to the Secretary of

Defense and the President. The Chairman can communicate military advice through formal or informal means. Enclosure G outlines formal JSPS military advice products.

5. Joint Strategic Planning System Overview

a. The JSPS is the primary method by which the Chairman fulfills his Title 10, U.S.C. responsibilities, maintains a global perspective, and provides military advice to the Secretary of Defense and the President. See Figure 1 below for a graphic depiction of the JSPS.

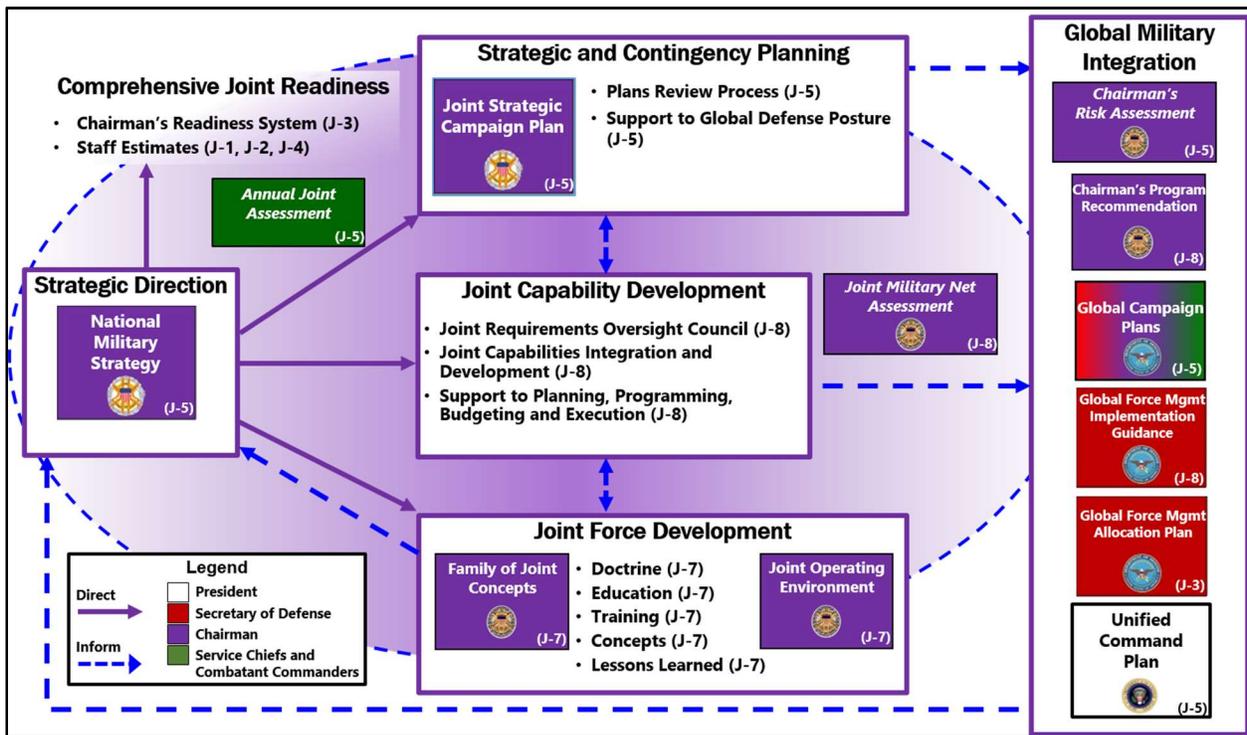


Figure 1. Joint Strategic Planning System

b. This instruction explains the JSPS by aligning its products and processes to one of the Chairman's six primary statutory functions, as depicted in Figure 1. The six primary functions are providing strategic direction for the Armed Forces, conducting strategic and contingency planning, assessing comprehensive joint readiness, managing Joint Force development, fostering joint capability development, and advising on global military integration. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3100.01D presents an integrated explanation of the relationships among these six functions. Each of the six functions and the associated products are described in Enclosures B through G. For additional perspectives see Enclosures H, I, and J. Figure 2 in Enclosure H depicts the JSPS cross-functional internal linkages and external

product dependencies. Figure 3 in Enclosure I depicts a notional JSPS product timeline. Finally, Enclosure J summarizes JSPS products in a table format.

6. Management Responsibilities. The Director, Strategy, Plans, and Policy, J-5, has overall responsibility for maintaining CJCSI 3100.01D and recommending changes. The Deputy Director for Joint Strategic Planning (DDJSP) provides oversight to the Joint Staff Strategy Integration Group (JSSIG) and the Strategy Integration Board (SIB).

a. Joint Staff Strategy Integration Group. The Joint Staff Strategy Integration Group (JSSIG) is a cross-Joint Staff Directorate body that conducts continuous coordination and collaboration in support of the JSPS and the Chairman. The Strategy Assessment Branch Chief, Strategy Development Division, J-5 chairs the JSSIG. Action officer and branch chief-level representatives convene weekly to discuss cross-cutting issues and areas for collaboration. There are four sub-working groups within the JSSIG, which convene when required.

(1) Joint Strategic Planning System Working Group. This working group reviews CJCSI 3100.01D and recommends changes to the SIB and the DDJSP.

(2) Annual Joint Assessment Working Group. The Annual Joint Assessment Working Group (AJA) working group develops and reviews the AJA survey structure and survey questions. The AJA survey is a formal, comprehensive data collection and analytical mechanism for garnering Combatant Command and Service perspectives on the strategic environment, threats, challenges, opportunities, and risks. See Enclosure D.

(3) Joint Staff Independent Risk Assessment Working Group. The Joint Staff Independent Risk Assessment (JSIRA) provides an independent assessment of risk. The JSIRA working group reviews AJA inputs from the Services and Combatant Commands and collaborates with the Intelligence Community to develop the JSIRA in support of the Chairman's Risk Assessment.

(4) Integrated Priority List Assignment Working Group. This newly-established working group reviews the AJA Integrated Priority List (IPL) submissions that are not assigned to the Joint Requirements Oversight Council and assigns them to the appropriate Joint Staff directorate for review and action. The Force Structure, Resources, and Assessment Directorate, J-8, provides direct support to this working group. The IPL working group recommendations are forwarded to the Deputy Director for Requirement and Capability Development, J-8.

b. Strategy Integration Board. The SIB is a division chief-level forum chaired by the Strategy Development Division Chief, J-5. It meets quarterly. Representatives from all the Joint Staff directorates participate. The SIB reviews recommendations from the JSPS, AJA, and JSIRA working groups and forwards to the DDJSP.

7. Global Coordination. The Director, Strategy, Plans, and Policy, J-5, has overall responsibility for planning and coordinating two key conferences that support coordination of JSPS activities and products with Combatant Commands, Services, the Office of the Secretary of Defense (OSD), Joint Staff, and other relevant U.S. government departments and agencies.

a. Joint Strategy Working Group (JSWG). The Joint Strategy Working Group (JSWG) is a forum that brings together action officer and O-6/GS-15-level strategic and operational planners and assessors from the Combatant Commands, Services, and other relevant U.S. government departments and agencies to discuss strategic and operational planning, execution, and assessment issues. The DDJSP hosts this conference twice per year.

b. Joint Worldwide Planners Seminar. The Joint Worldwide Planners Seminar (JWPS) is a general officer/flag officer and Senior Executive Service-level forum that brings together senior strategic leaders from the Combatant Commands, Services, and other relevant U.S. government departments and agencies to discuss strategic and operational planning, execution, and assessment issues. The Director, Strategy, Plans, and Policy, J-5, hosts this conference twice per year.

## 8. References

a. "Office of the Law Revision Counsel, United States Code," Title 10, U.S.C., sections 151,153,163, 181,  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)

ENCLOSURE B

STRATEGIC DIRECTION

1. Function Overview. Title 10, U.S.C., section 153(a)(1) directs the Chairman to assist the President and Secretary of Defense “in providing for the strategic direction of the armed forces.” The Joint Strategic Planning System document aligned with this function is the National Military Strategy (NMS).
2. National Military Strategy. Title 10, U.S.C., section 153(b)(1) directs that the Chairman shall determine for each even numbered year whether to prepare a new NMS or update an existing strategy.
  - a. The Director for Strategy, Plans, and Policy, J-5, is responsible for developing, reviewing, and preparing the NMS for the Chairman’s signature.
  - b. Three presidential guidance documents provide direction to the Department of Defense. They are National Security Strategy, Unified Command Plan, and the Contingency Planning Guidance. The Secretary of Defense provides strategic direction to the Department of Defense and the Joint Force primarily through the National Defense Strategy, the Defense Planning Guidance, and force employment guidance. This strategic guidance provides the foundation for NMS development. Enclosure H depicts external product dependencies.
  - c. The NMS is the Chairman’s central strategy and planning document. It translates policy guidance into Joint Force action and assists the Secretary of Defense “in providing for the strategic direction of the armed forces” by providing guidance regarding plans, force employment, posture, and future force development. It provides the strategic framework for the prioritization of planning, resource allocation, and the distribution of risk. As such, this classified military strategy serves as the starting point for all other JSPS actions and constitutes the Chairman’s military advice to the Secretary of Defense and the President.
  - d. The Chairman may direct the inclusion of NMS annexes that provide additional strategic guidance.
  - e. Title 10, U.S.C., section 153(b)(2) also directs that the Chairman prepare “an assessment of the risks associated with the most current National Military Strategy” each year. Enclosure G discusses the Chairman’s Risk Assessment.

3. References

- a. “Office of the Law Revision Counsel, United States Code,” Title 10, chapter 5, section 153(a)(1), <http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim> (NIPRNET -- accessed 25 June 2018)
- b. Chairman of the Joint Chiefs of Staff, “National Military Strategy of the United States,” 11 November 2016
- c. Chairman of the Joint Chiefs of Staff Manual 3105.01 Series, “Joint Risk Analysis Manual”
- d. President of the United States, “National Security Strategy of the United States of America,” 19 December 2017
- e. Secretary of Defense, “2018 National Defense Strategy,” January 2018

## ENCLOSURE C

### STRATEGIC AND CONTINGENCY PLANNING

1. Function Overview. Title 10, U.S.C., section 153(a)(2) directs the Chairman to develop strategic frameworks and plans “to guide the use and employment of military force and related activities across geographic regions and military functions and domains.” It further directs the Chairman to prepare “military analysis, options, and plans” to recommend to the President and the Secretary.” The Chairman is responsible for reviewing contingency plans and preparing joint logistic and mobility plans as well. The Joint Strategic Planning System (JSPS) document aligned with this function is the Joint Strategic Campaign Plan (JSCP).

#### 2. Joint Strategic Campaign Plan

a. The Director for Strategy, Plans, and Policy, J-5, is responsible for developing, staffing, reviewing, and preparing the JSCP for the Chairman’s signature.

b. The JSCP is a 5-year global strategic plan (reviewed every 2 years) that operationalizes the National Military Strategy (NMS). It is the Chairman’s primary document to guide and direct the preparation and integration of Joint Force campaign and contingency plans. The JSCP establishes a common set of processes, products, priorities, roles, and responsibilities to integrate the Joint Force’s global operations, activities, and investments from day-to-day campaigning to contingencies.

c. The JSCP directs campaign, contingency, and support plans.

d. The JSCP directs four types of campaign plans: Global Campaign Plans (GCPs), Regional Campaign Plans (RCPs), Functional Campaign Plans (FCPs), and Combatant Command Campaign Plans (CCPs).

(1) GCPs are an integral part of the revised JSPS. The Joint Staff prepares them for Secretary of Defense approval. The roles of the GCP are highlighted and explained in paragraph 3 of this enclosure and further discussed in Enclosure G as an example of military advice.

(2) RCPs are assigned to geographic Combatant Commands. They are not part of JSPS. RCPs address regional threats or challenges that require coordination across multiple Combatant Commands.

(3) FCPs are assigned to functional Combatant Commands. They are not part of the JSPS. FCPs address functional threats or challenges that are

not geographically constrained and require coordination across multiple Combatant Commands.

(4) CCPs replace Theater Campaign Plans. They are the primary plans through which the Combatant Commands execute day-to-day campaigning. CCPs address theater objectives as well as objectives directed by GCPs, RCPs, and FCPs. CCPs are not part of the JSPS.

e. The JSCP directs contingency planning consistent with the Contingency Planning Guidance (CPG). It expands on the CPG with specific objectives, tasks, and linkages between campaign and contingency plans. Related contingency plans are further integrated within an Integrated Contingency Plan (ICP).

f. The JSCP also delineates support plans to foster Joint Force collaboration and coordination in time, space, and purpose. The coordinating authority (CA) assigns a Joint Force organization to be a collaborator that supports integrated planning. Paragraph 3 below explains the CA and collaborator roles.

### 3. Global Campaign Plan Concept

a. To enable cohesive Joint Force actions in time, space, and purpose, the Secretary of Defense has designated the Chairman as the global integrator.

b. In his role as the global integrator, the Chairman determines which challenges require GCPs. The GCP address the most pressing transregional and multi-functional strategic challenges across all domains. GCPs look across geographic and functional Combatant Commands seams.

c. Each GCP has an assigned CA that is the Combatant Commander (CCDR) with the preponderance of responsibility for a GCP. A CA does not receive additional authority beyond that already assigned in Title 10, U.S.C. and the Unified Command Plan (UCP). As such, CAs cannot compel agreement or direct resource allocation between Combatant Commands and Services.

d. A CA performs three key functions: planning, assessing, and recommending. CAs establish collaborative forums to support these functions.

e. A collaborator is a Joint Force organization assigned in the JSCP to support integrated GCP planning. The collaborator works with the CA to develop and assess the viability of globally integrated plans.

4. Global Campaign Plan Review. CAs, collaborators, and the Joint Staff continuously assess and review the GCPs. Formal assessments are developed from inputs to the Annual Joint Assessment (AJA), Chairman's Readiness System (reviewed in Enclosure D), and Joint Chiefs of Staff (JCS) Tanks. The

Joint Strategy Working Group (JSWG) and Joint Worldwide Planners Seminar (JWPS) review CA and Joint Staff issues and recommendations. The Chairman uses these inputs and assessments to formulate his military advice to the Secretary of Defense on GCP resourcing, prioritization, posture, capabilities, risk, and risk mitigation measures. Enclosure G explains GCP military advice.

5. Global Defense Posture. A key consideration of GCP and plan reviews is global defense posture. Foreign and overseas posture is the fundamental enabler of Joint Force activities. From a posture perspective, GCPs foster an integrated approach to requirements, trade-offs, and risk across three interdependent posture elements: forces, footprints, and agreements. The Director for Strategy, Plans, and Policy, J-5, is the lead directorate for posture issues. In that role, the directorate coordinates closely with the J-3, J-4, and J-8 on global defense posture issues, such as force management and prepositioned equipment, and introduces posture recommendations to the Department of Defense's senior body overseeing global defense posture, the Global Posture Executive Council. The primary Joint Staff forum for reviewing posture issues and recommendations is the Operations Deputies Tank. As required, posture issues and recommendations are elevated for consideration in a Joint Chiefs of Staff Tank.

6. Cross-Functional Teams. Global integration requires information from across functions, domains, regions, and processes. To assist in the execution of the NMS and JSCP, the Chairman employs cross-functional teams (CFTs) to facilitate shared understanding and support the development of military advice. CFTs consist of Joint Staff functional and regional experts as well as representatives from Combatant Commands, the Office of the Secretary of Defense (OSD), and other U.S. government departments and agencies, as required. CFTs support globally integrated planning by contributing to NMS annexes on priority challenges as required and by assisting Combatant Commands in writing and managing GCPs. During a crisis or contingency, the CFTs may assist in developing a shared understanding of the strategic environment.

## 7. References

a. "Office of the Law Revision Counsel, United States Code," Title 10, U.S.C., section 153(a)(2), <http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim> (NIPRNET -- accessed 25 June 2018)

b. President of the United States, "Unified Command Plan," 3 November 2017

c. CJCSI 3110.01 Series, “Joint Strategic Capabilities Plan” (The JSCP is under revision. The revised JSCP will reflect the concepts and title outlined in the preceding paragraphs.)

d. DoDI 3000.12, “Management of Global Defense Posture (GDP),” 6 May 2016

e. CJCSI 3141.01 Series, “Management and Review of Joint Strategic Capabilities Plan (JSCP) –Tasked Plans”

f. CJCSM 5115.01 Series, “Priority Challenge Cross-Functional Teams”

## ENCLOSURE D

### COMPREHENSIVE JOINT READINESS

#### 1. Function Overview

a. In matters relating to comprehensive joint readiness, Title 10, U.S. Code (U.S.C.), section 153(a)(4) directs the Chairman to accomplish the following interrelated actions:

(1) Evaluate the “overall preparedness” of the Joint Force to perform its responsibilities and respond to “significant contingencies.”

(2) Assess risks to mission and force due to readiness shortfalls.

(3) Develop risk mitigation options.

(4) Advise the Secretary on “critical deficiencies and strengths” during the preparation and review of defense strategies and contingency plans.

(5) Advise the Secretary of Defense on the missions and functions that are likely to require contractor or other external support.

(6) Maintain a uniform system to evaluate the preparedness of each Combatant Command and group of commands to carry out assigned missions.

b. Comprehensive joint readiness is the ability of the Joint Force to meet immediate contingency and warfighting challenges while preparing for future challenges. As depicted in Figure 1, this shared understanding of readiness informs Strategic Direction, Strategic and Contingency Planning, Joint Force Development Activities, Joint Capability Development, and Global Military Integration Advice. For immediate contingency and warfighting challenges, comprehensive joint readiness evaluations consider the range of available capabilities, the speed and manner with which the Joint Force can employ these capabilities; the ability to sustain the Joint Force; and Joint Force resiliency. In anticipation of future challenges, readiness evaluations consider net assessments, wargames, and joint concepts.

c. The Joint Strategic Planning System (JSPS) elements aligned with this function are the Joint Military Net Assessment (JMNA), the Annual Joint Assessment (AJA), the Chairman’s Readiness System (CRS), the Joint Personnel Estimate (JPE), the Joint Strategic Intelligence Estimate (JSIE), and the Joint Logistics Estimate (JLE).

## 2. Net Assessments

a. As directed by the Chairman, the Director for Force Structure, Resources, and Assessments, J-8, collaborates with relevant Combatant Commands to produce net assessments that focus on a single adversary. These net assessments directly inform the JMNA.

b. The Director for Force Structure, Resources, and Assessment, J-8, is responsible for developing, staffing, reviewing, and preparing the JMNA. It is the capstone Joint Staff assessment product.

c. The JMNA is an annual integrated assessment of the Joint Force's ability to execute the National Military Strategy. It provides an overarching view of comprehensive joint readiness by benchmarking the Joint Force against selected adversaries and comparing our competitive trajectories within 5- years.

d. The JMNA synthesizes existing JSPS assessments (primarily from the AJA and single adversary net assessments) and other studies to examine, in a military context, the competitive strategic environment. To that end, it identifies and analyzes current and future areas of military competition and presents options to the Chairman for addressing competitive area gaps. These options directly inform the annual Chairman's Program Recommendation (CPR). The CPR is the Chairman's direct input to the Defense Planning Guidance (DPG) and thus represents his advice to the Secretary of Defense on capability investments. Enclosure G explains the CPR. Enclosure H depicts the DPG's relationship to the JSPS.

## 3. Annual Joint Assessment

a. The Director for Strategy, Plans, and Policy, J-5, is responsible for developing, staffing, reviewing, and preparing the Annual Joint Assessment (AJA) survey.

b. The AJA survey is the Joint Staff's central data collection and analytical mechanism for garnering Combatant Command and Service perspectives on the strategic environment, threats, challenges, opportunities, and risks. Each Joint Staff directorate actively participates in AJA survey development by generating survey questions that inform Joint Staff processes and products. The survey is issued to the Combatant Commands, Services, the National Guard Bureau, and the Coast Guard.

c. Combatant Commands, as part of the AJA, submit their priorities and requirements in the form of Integrated Priority Lists (IPLs). The J-8 prepares the Annual Report of Combatant Command Requirements (ARCCR) capturing

the Chairman's perspective of the extent to which the Future Years Defense Program addresses Combatant Commanders' IPLs. The IPL Assignment Working Group (introduced in Enclosure A) develops initial alignment recommendations. IPLs that relate to capability development align to the Joint Requirements Oversight Council-led Capability Gap Assessment (CGA) process described in Enclosure E. IPLs that are unrelated to capability development are assigned to Joint Staff Directorates for further review and action.

d. The AJA responses directly inform the Chairman's Risk Assessment (CRA), the JMNA, and the three staff estimates described in paragraph 5 of this enclosure.

#### 4. Chairman's Readiness System

a. The Director for Operations, J-3, is responsible for the CRS. The CRS establishes a common framework for understanding the readiness of the Joint Force to execute the NMS. It provides uniform policy and procedures for assessing and reporting unit readiness and strategic readiness. See CJCS Guide 3401D, "Guide to the Chairman's Readiness System," 15 November 2010 for more details.

b. The Joint Combat Capability Assessment (JCCA) within the CRS assesses strategic readiness for the Chairman. The JCCA includes two assessments: the Joint Force Readiness Review (JFRR) and the Integrated Contingency Plan (ICP) assessments.

c. The JFRR is the principal strategic readiness assessment of the CRS, is completed twice per year, and directly informs the Department of Defense's Quarterly Readiness Report to Congress. It combines and analyzes unit, Combatant Command, Service, and combat support agency (CSA) readiness data pulled from the Defense Readiness Reporting System (DRRS). DRRS is the primary unit readiness assessment tool that considers a unit's readiness to accomplish core tasks and execute named operations and top priority plans.

d. ICP assessments measure a Combatant Command's ability to successfully execute plans selected as the highest visibility or the potential for the most severe consequences. ICP assessments consist of data analysis of contingency sourcing of an integrated Time-Phase Force Deployment List developed by the owning Combatant Commands, a U.S. Transportation Command study of transportation feasibility, a logistics supportability analysis, and comprehensive Combatant Commands and Joint Force Provider risk analysis.

e. The Joint Combat Capability Assessment Group (JCCAG) is the forum for strategic readiness issues. The JCCAG consists of an executive-level

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decision group, a general officer/flag officer steering group, and an O-6/GS-15-level working group. Participants include representatives from the Joint Staff, Office of the Secretary of Defense, the Services, Combatant Commands, and combat service support agencies. The JCCAG forwards JFRR summaries, ICP assessments, and other readiness data to the Secretary of Defense.

## 5. Staff Estimates

a. Joint Personnel Estimate. The Director for Manpower and Personnel, J-1, prepares the annual JPE. The JPE is an independent assessment of the Joint Force's ability to support the NMS in a global, all-domain, and multi-functional environment from a joint personnel readiness perspective. The JPE assists the Chairman in formulating military advice through strategic documents such as the CRA and the JMNA, drawing data and analysis from the AJA, DRRS, and other inputs.

b. Joint Strategic Intelligence Estimate. The Director for Intelligence, J-2, prepares and publishes the annual JSIE to align with key JSPS products such as the AJA and JMNA. The JSIE defines and assesses the dynamic nature of the global threat environment – both the natural forces that are driving global changes to the international system in the coming decade and the immediate threat to U.S. Forces and interest posed by key challengers in the next two-to-ten years. The JSIE includes several appendices that provide the perspectives of the Combatant Commands and Services regarding the strategic environment and top intelligence priorities, as captured in their AJA survey responses.'

c. Joint Logistics Estimate. The Director for Logistics, J-4, prepares the annual JLE. The JLE provides a globally integrated independent assessment of how well the Joint Force can project, support, and sustain itself through the FYDP and beyond, to enable the full range and number of missions called for in the NMS and JSCP. It describes sources of risk within logistics Joint Capability Areas (JCAs) and cross-cutting sources of risk across all JCAs. The JLE draws data and analysis from the AJA, DRRS, IPLs, and Combatant Command logistics supportability analyses. The JLE directly informs the CRA, the JMNA, and JFRR.

## 6. References

a. "Office of the Law Revision Counsel, United States Code," Title 10, U.S.C., section 153(a)(4), <http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim> (NIPRNET -- accessed 25 June 2018)

b. CJCS Guide 3401 Series, “Guide to the Chairman’s Readiness System,”  
(current as of 13 November 2013)

c. CJCSI 3401.01 Series, “Joint Combat Capability Assessment”

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## ENCLOSURE E

### JOINT FORCE DEVELOPMENT ACTIVITIES

#### 1. Function Overview

a. Title 10, U.S. Code (U.S.C.), section 153(a)(6) directs the Chairman to accomplish the following interrelated actions to develop the Joint Force:

- (1) Develop Joint Force doctrine.
- (2) Formulate policies, standards, and actions for the “joint training of the armed forces.”
- (3) Formulate policies for the “military education of members of the armed forces.”
- (4) Formulate Joint Force “concept development and experimentation” policies.
- (5) Gather, develop, and disseminate Joint Force lessons learned.
- (6) Advise the Secretary of Defense on development of “joint command, control, communication, and cyber capability.”

b. Judgments about current and future areas of military competition play a significant part in identifying gaps in our existing approaches and capabilities. Concepts, doctrine, training, education, and lessons learned contribute to developing the Joint Force and improving Comprehensive Joint Readiness. Lessons learned can inform capability development processes, while concepts also drive future Joint Force capability development. Doctrine, education, and training can provide the tools necessary to prepare the Joint Force to use new or modernized materiel and non-materiel capabilities. See also Enclosure F on Joint Capability Development.

c. The Director for Joint Force Development, J-7, is responsible for the following Joint Strategic Planning System elements aligned with this function: the Joint Operating Environment (JOE), Family of Joint Concepts (FoJC), Joint Doctrine Development, Joint Professional Military Education (JPME), Chairman’s Joint Training Guidance (CJTG), and Joint Lessons Learned Program (JLLP).

d. The Director for Command, Control, Communications, and Computers (C4)/Cyber, J-6, provides inputs on “joint command, control, communication,

and cyber capability” through the Joint Capabilities Integration and Development System (JCIDS), supports Planning, Programming, Budgeting, and Execution (PPBE), and indirectly informs Defense Acquisition System decisions. See Enclosure F for more information on JCIDS and PPBE.

2. Joint Operating Environment. The JOE provides a comprehensive view of the future operating environment and explores military implications of change to enable the Joint Force to anticipate and prepare for future operational challenges. It is an unclassified document that complements the classified, Defense Intelligence Agency-produced Joint Strategic Assessment (JSA). The JOE also provides the operational context for the FoJC. It is published to coincide with the term of a new Chairman to incorporate his guidance.

3. Family of Joint Concepts. The FoJC extends the framework of the National Military Strategy (NMS), Joint Strategic Campaign Plan, and designated Global Campaign Plans by examining military problems and proposing solutions that describe how the Joint Force may operate within the context of the anticipated future security environment. Joint Concepts address current or envisioned real-world challenges and describe how a Joint Force commander might employ new or existing capabilities to meet these challenges and advance operational effectiveness into the future. Concepts can inform the strategic vision in the NMS, influence the development of future capabilities, inform service concepts, and thus catalyze significant change across the Joint Force. The Joint Concept Development Program is governed by the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3010.02 Series.

a. Capstone Concept for Joint Operations. The Capstone Concept for Joint Operations (CCJO) describes the Chairman’s vision for how the Joint Force will operate in the future operating environment and guide Joint Force development. The CCJO is published every four years to coincide with the term of a new Chairman. CCJO is grounded in current strategic guidance, complements the NMS, and provides an understanding of the evolving security environment. It guides the development of challenge-specific Joint Operating Concepts (JOCs) that identify alternative approaches to operating in transregional, all-domain, and multi-functional environment and the capabilities needed to maintain a competitive advantage against emerging challenges. In this way, the CCJO aims to connect strategic guidance to subordinate concepts, force development guidance, joint capability development, and follow-on doctrine.

b. Joint Operating Concepts. The JOCs broadly describe how the Joint Force may execute military operations within a specific mission area in accordance with the NMS and the CCJO. The JOCs enhance the operational effectiveness of the Joint Force by providing a long-term look at how the future force will address the operational challenges. Collectively, JOCs describe joint

capabilities required to operate across the range of military operations and encourage further examination through wargaming, training, studies, experimentation, and analyses.

c. Supporting Joint Concepts describe how the future Joint Force may conduct a subset of a JOC mission or apply joint functions across two or more JOC mission areas. Through Capability Based Assessments and other analyses, supporting Joint Concepts identify capability gaps to executing a JOC's operational approach and support the refinement, documentation, and validation of non-materiel and materiel changes needed to achieve the capabilities required.

4. Doctrine, Education, Training, and Lessons Learned. The following non-materiel elements directly influence comprehensive joint readiness and strategic and contingency planning by offering new doctrinal approaches, sharing lessons learned, and developing innovative Joint Force leaders.

a. Joint Doctrine Development. Joint doctrine consists of the strategic principles and operational concepts that guide the employment of the Joint Force across the range of military options. Only those doctrinal publications approved by the Chairman of the Joint Chiefs of Staff and the Director for Joint Force Development, J-7, will be referred to as Joint Publications. See CJCSI 5120.02 Series and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01 Series for detailed discussions on the joint doctrine development system and process, respectively.

b. Joint Professional Military Education. The Chairman is responsible for formulating policies on the Joint Professional Military Education (JPME) of members of the Armed Forces. JPME is designed to promote the knowledge, skills, attributes, and behaviors of the Joint Force that define the profession of arms and produce leaders who think strategically. The Director, J-7, develops an annual list of up to six Special Areas of Emphasis that are approved by the Chairman and then distributed to the JPME institutions to educate the Joint Force.

c. Chairman's Joint Training Guidance. The CJTG is an annual notice signed by the Chairman that provides guidance to the Joint Force for the planning, execution, and assessment of individual and collective joint training for a 4-year period. The CJTG applies to Combatant Commands, Services, the National Guard Bureau, the Joint Staff, and other joint organizations. The CJTG supports Joint Training Plan development.

d. Joint Lessons Learned Program. The JLLP is designed to enhance comprehensive joint readiness through the discovery, validation, integration, and evaluation of lessons learned from operations, events, and exercises across the full range of joint operations. Lessons learned that indicate capability gaps

exist can also serve as the basis for capability requirements that are submitted through the JCIDS. Enclosure F discusses JCIDS in greater detail.

## 5. References

- a. “Office of the Law Revision Counsel, United States Code,” Title 10, U.S.C., section 153(a)(6), <<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)
- b. CJCSI 1800.01 Series, “Officer Professional Military Education Policy”
- c. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- d. CJCSN 3500.01 2017-2020, “Chairman’s Joint Training Guidance”
- e. CJCSI 3010.02 Series “Guidance for Developing and Implementing Joint Concepts”
- f. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- g. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- h. CJCSM 5120.01 Series, “Joint Doctrine Development Process”
- i. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”

ENCLOSURE F

JOINT CAPABILITY DEVELOPMENT

1. Function Overview

a. Title 10, U.S. Code (U.S.C.), section 153(a)(5) directs the Chairman to accomplish the following interrelated actions related to Joint Capability Development:

- (1) Identify new joint military capabilities.
- (2) Perform military net assessments.
- (3) Advise Secretary of Defense on Combatant Command priorities.
- (4) Advise the Secretary of Defense on how Service and Combatant Command “program recommendations and budget proposals” conform to priorities.
- (5) Advise Secretary of Defense on new and alternative military capabilities, program recommendations and budget proposals.
- (6) Assess joint military capabilities to identify, approve, and prioritize gaps pursuant to Title 10, U.S.C., section 181 (Joint Requirements Oversight Council, (JROC)).
- (7) Recommend to the Secretary of Defense “appropriate trade-offs among life cycle cost, schedule, performance, and procurement quantity objectives in the acquisition of materiel and equipment.”

b. The Joint Strategic Planning System (JSPS) Comprehensive Joint Readiness elements described in Enclosure D, including net assessments, directly inform Joint Capability Development analysis and recommendations.

c. The JSPS elements aligned with this function are the JROC and the Joint Capabilities Integration and Development System (JCIDS). JSPS also supports the Planning, Programming, Budgeting and Execution (PPBE) process. These three elements foster the horizontal integration of planning, resource prioritization, current readiness, and future Joint Force development. Additionally, these elements are responsive to Combatant Command high-priority requirements, service and U.S. Special Operations Command Future Years Defense Program (FYDP) institutional strategies, and requirements beyond the FYDP.

2. Joint Requirements Oversight Council. Title 10, U.S.C., chapter 181 establishes the Joint Requirements Oversight Council (JROC), which the Vice Chairman of the Joint Chiefs of Staff chairs. The JROC directly supports the Chairman's Joint Capability Development function per Title 10, U.S.C., section 153(a)(5). Specifically, the JROC assesses joint military capabilities; identifies and prioritizes gaps; reviews and validates proposed capabilities intended to fill gaps; develops recommendations for program cost and fielding targets; establishes and approves joint performance requirements; reviews capability requirements for any existing or proposed solution; and identifies new joint military capabilities based on advances in technology and concepts and alternatives to acquisition programs. Through these efforts, the JROC serves as the Chairman's global integration entity for Joint Capability Development.

3. Joint Capabilities Integration and Development System. The Director for Force Structure, Resources, and Assessment, J-8, is responsible for the Joint Capabilities Integration and Development System (JCIDS). The JCIDS is a needs-driven joint capability requirements validation process that directly supports the JROC in identifying, approving, and prioritizing joint military requirements and validating capability solutions to fulfill a gap in joint military requirements. It is an integrated collaborative process driven by the NMS. The objective is to develop Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) solutions that are affordable, militarily useful, operationally effective, and supportable in a technologically mature operational environment.

a. Capability Requirement Document. The JCIDS process provides the baseline for documentation, review, and validation of new capability requirements expressed in capability requirement documents. Requirement documents come from many sources and can reflect the translation of emerging Joint and Service concepts into new capability requirements. (See Enclosure E for a discussion of how concepts influence capability development.) Examples of capability requirement documents include Initial Capabilities Documents, Joint DOTMLPF-P Change Recommendations (DCRs), Capability Development Documents (CDDs), and Joint Urgent and Emergency Operational Need. JROC decisions on JCIDS capability recommendations are formalized in a JROC Memorandum (JROCM) signed by the Vice Chairman of the Joint Chiefs of Staff. See CJCSI 5123.01 Series for a detailed discussion of each capability document and the associated processes.

b. Capability Portfolio Review. The JROC has responsibility for monitoring ongoing activities affecting capability requirement portfolios. Capability portfolio reviews enable the JROC to manage and prioritize capability requirements within and across the capability requirement portfolios; inform other assessments, processes, and activities within the Joint Staff and across

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the Department of Defense, and enable the JROC and Chairman to meet their statutory responsibilities.

c. Capability Gap Assessment. The Capability Gap Assessment (CGA) is an annual JROC-led capability portfolio review, coordinated by the Director for Force Structure, Resources, and Assessment, J-8, which examines Combatant Command Integrated Priority Lists submitted in the Annual Joint Assessment (AJA). The CGA assesses capability gaps in the current and planned force from various developmental perspectives. These gaps are assessed based on risk and ongoing efforts to close or mitigate the capability gap. Decisions to take action relating to each gap will be made at various levels. The JROC recommendation is formalized in a JROCM signed by the Vice Chairman of the Joint Chiefs of Staff. This JROCM is a key input to the JMNA. The JMNA, in turn, shapes the Chairman's Program Recommendation (CPR). The JMNA and CPR were introduced in Enclosure D. The CPR is further discussed in Enclosure G.

4. Support to Planning, Programing, Budgeting, and Execution. The Planning, Programming, Budgeting, and Execution (PPBE) process is the Secretary of Defense's institutional strategic planning system and his primary decision-making process for translating strategic guidance into resource allocation decisions. Consistent with Title 10, U.S.C. direction, the Chairman and the Joint Staff interface with the PPBE process at all phases. The Directorate for Force Structure, Resources, and Assessments, J-8, is the Joint Staff focal point for PPBE support activities and the principal staff contact on these matters for the Combatant Commands, National Guard Bureau, Services, and Office of the Secretary of Defense. As discussed in Enclosure D, the Chairman's primary input to the PPBE process is the CPR. During the annual Programming and Budgeting Review (PBR), the Joint Staff participates in issue teams led by the Office of Cost Assessment and Program Evaluation (CAPE). Through these teams, the Joint Force assesses the Services' programs; reviews Combatant Command and other agency issue nomination submissions; helps develop alternatives to address changes to the Service programs; and adjudicates issue nominations.

#### 5. References

a. "Office of the Law Revision Counsel, United States Code," Title 10, U.S.C., section 153(a)(5), <http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim> (NIPRNET -- accessed 25 June 2018)

b. CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)"

c. CJCSI 8501.01 Series, “Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution Process”

d. DoD Directive 7045.14, “The Planning, Programming, Budgeting, and Execution (PPBE) Process, 25 January 2013, Incorporating Change 1, 29 August 2017

## ENCLOSURE G

### GLOBAL MILITARY INTEGRATION

#### 1. Function Overview

a. Title 10, U.S. Code (U.S.C.), 153(a)(3) directs the Chairman to provide “advice to the President and the Secretary in matters relating to global military strategic and operational integration.” Title 10 explicitly acknowledges the global “transregional, all-domain, and multifunctional threats” facing the Joint Force and directs the Chairman to provide to the Secretary of Defense advice on the “allocation and transfer of forces among geographic and functional Combatant Commands.”

b. As noted in Enclosure C, the Secretary of Defense has designated the Chairman as the global integrator. Title 10, U.S.C., 153(a)(3) is the primary basis for this designation. This statutory responsibility is also highlighted in the Unified Command Plan (UCP).

c. The Chairman, as global integrator, guides coordination across geographic, functional, and Service seams to ensure the Joint Force collectively expands its competitive advantages across a range of global challenges. To this end, the Chairman develops military advice on global posture, readiness, and risk. The broad concept of global integration, as defined in Enclosure A is the conceptual foundation for all Joint Strategic Planning System (JSPS) functions.

d. The primary, formal military advice is the National Military Strategy (NMS). The NMS is discussed in Enclosure B.

e. Beyond the NMS, the Chairman provides advice as the “principal military advisor” to the National Security Council, through formal memorandums on a wide variety of issues, the Chairman’s Risk Assessment (CRA, introduced in Enclosure B), Global Campaign Plans (GCPs, introduced in Enclosure C), the Chairman’s Program Recommendation (CPR, introduced in Enclosures D and F), Global Force Management Implementation Guidance (GFMIG), Global Force Management Allocation Plan (GFMAP), and the Unified Command Plan (UCP).

2. Chairman’s Risk Assessment. The Director for Strategy, Plans, and Policy, J-5, is responsible for developing, reviewing and preparing the Chairman’s Risk Assessment (CRA) for the Chairman’s signature. This classified assessment of risk fulfills multiple roles.

a. Title 10, U.S.C., section 153(b)(2) mandates the primary role of the CRA. Title 10 directs the Chairman to prepare an assessment of strategic risk to national interests and military risk to execution of the NMS.

b. The Chairman submits the annual risk assessment through the Secretary of Defense to Congress no later than 15 February. Title 10, U.S.C. further directs the Secretary of Defense, when transmitting the risk assessment to Congress, to include a risk mitigation plan for all areas of significant risk.

c. The CRA also informs NMS revisions and the Joint Military Net Assessment (JMNA). See JMNA discussion in Enclosure D.

d. Primary inputs to CRA are the Joint Staff Independent Risk Assessment and the Annual Joint Assessment (AJA) Combatant Command and Service responses. See Joint Staff Independent Risk Assessment and AJA discussion in Enclosure A.

3. Global Campaign Plans. The Director for Strategy, Plans, and Policy, J-5, is responsible for developing, staffing, reviewing, and preparing Global Campaign Plans (GCP) for the Chairman's approval and the Secretary of Defense's approval. The GCPs are integrated plans that address the most pressing transregional, multi-functional strategic challenges across all domains. As discussed in Enclosure C, the Chairman, as the global integrator, determines which challenges require GCPs. As problem-focused plans, GCPs look across geographic and functional Combatant Command seams and simultaneously provide direction to the Combatant Commanders and military advice to the Secretary of Defense. GCPs are the focal point for integrated assessment and resource decisions regarding prioritization, posture, capabilities, risk, and risk mitigation measures. The Chairman's military advice, derived from GCP assessments, can take the form of a GCP memorandum focused on a single challenge or be contained within a broader JSPS product.

4. Chairman's Program Recommendation. The Directorate for Force Structure, Resources, and Assessments, J-8, is responsible for developing, staffing, reviewing, and preparing the annual Chairman's Program Recommendation (CPR) for the Chairman's signature. The CPR represents the Chairman's military advice to the Secretary of Defense on capability investments. Each CPR is unique: there is no standard format or required contents. However, consistent with Title 10, U.S.C., section 153(a)(5), a typical CPR provides a wide range of recommendations to improve comprehensive joint readiness. Thus, a typical CPR will recommend capabilities and approaches that could improve how the Joint Force employs and sustains the force and ensures the resiliency of critical capabilities. A CPR may also provide recommendations on allies and partners, posture, the defense industrial base, and force sizing. In

consideration of the future competitive environment, CPRs recommend new approaches and capabilities.

5. Global Force Management Implementation Guidance. The Director for Force Structure, Resources, and Assessments, J-8, is responsible for developing, staffing, reviewing, and preparing the GFMIG for the Chairman's review and the Secretary of Defense's approval every other year. The GFMIG describes how to implement a Global Force Management (GFM) model that accounts for strategic uncertainty by prioritizing the maintenance of capacity and capabilities for major combat, while providing options for proactive and scalable force employment. This ensures that resource allocation is aligned with strategy, and enables the Joint Force to meet Combatant Command requirements, while building readiness, ensures the ability to respond to the unexpected, and provides strategic predictability to our Allies and unpredictability to our adversaries. As such, it describes the Chairman's advice on how the Department should execute the assignment, allocation, and apportionment of the Joint Force. When approved by the Secretary of Defense, the GFMIG provides Secretary of Defense direction for all aspects of GFM.

6. Global Force Management Allocation Plan. The Director for Operations, J-3, is responsible for developing, staffing, reviewing, and preparing the annual GFMAP for the Chairman's review and the Secretary of Defense's approval. The GFMAP is the annual deployment order for the Joint Force and is modified to meet emerging or crisis-based requirements. Changes are captured and transmitted through the Secretary of Defense's Orders Book (SBOB).

7. Unified Command Plan. The Director for Strategy, Plans, and Policy, J-5, is responsible for developing, staffing, reviewing, and preparing the UCP for the Chairman's and the Secretary of Defense's review and the President's approval. The UCP provides basic guidance from the President to the Combatant Commanders; establishes broad missions and responsibilities; delineates geographic boundaries; and, specifies functional Combatant Commander responsibilities. Title 10, U.S.C., section 161(b) requires that the Chairman review, not less than every 2 years, the "missions, responsibilities, (including geographic boundaries), and force structure of each Combatant Command." This review constitutes the Chairman's advice to the Secretary of Defense and the President.

#### 8. References

a. "Office of the Law Revision Counsel, United States Code," Title 10, U.S.C., section 153(a)(3), <http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim> (NIPRNET -- accessed 25 June 2018)

b. President of the United States, “Unified Command Plan,” 3 November 2017

c. CJCSI 3110.01 Series, “Joint Strategic Capabilities Plan,” 25 September 2015 (The next revision of the JSCP instruction will reflect the concepts outlined in Enclosure B.)

ENCLOSURE H

LINKAGES AND DEPENDENCIES

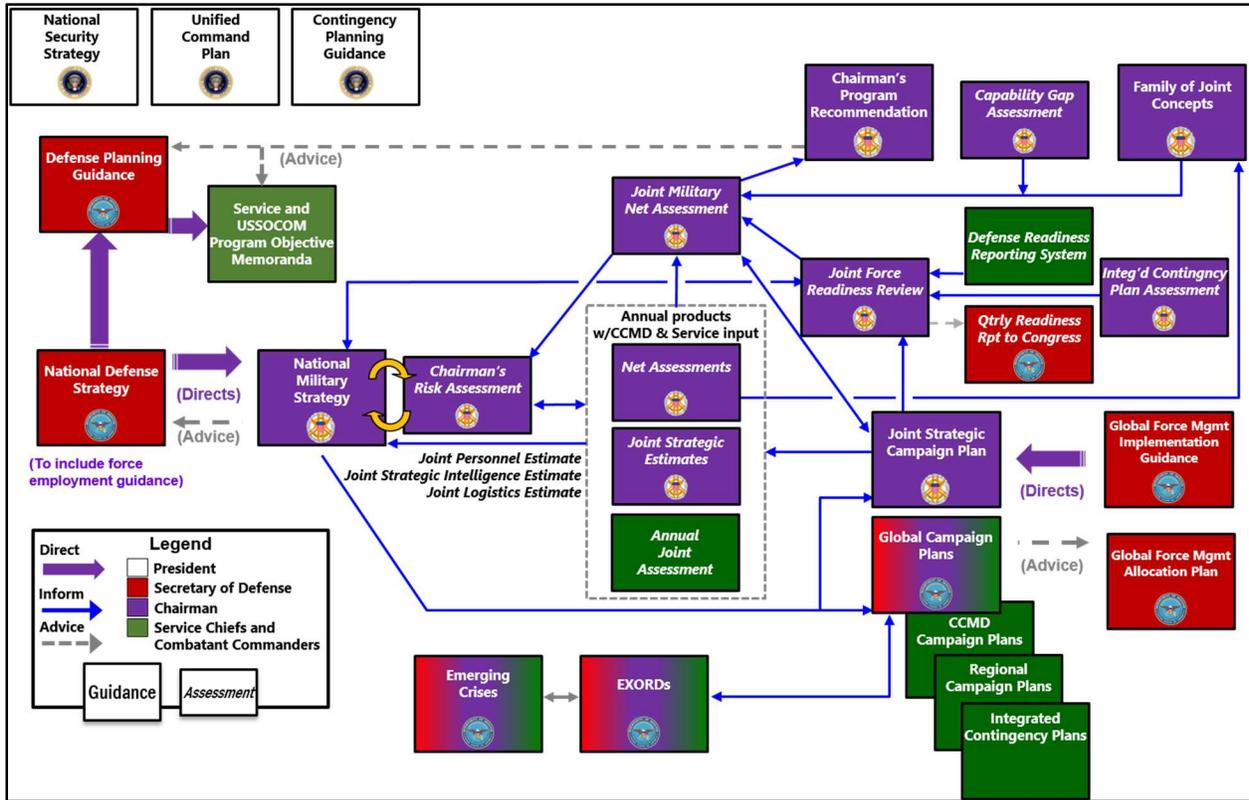


Figure 2. Product Linkages and Dependencies

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ENCLOSURE I

NOTIONAL JOINT STRATEGIC PLANNING SYSTEM PRODUCT TIMELINE

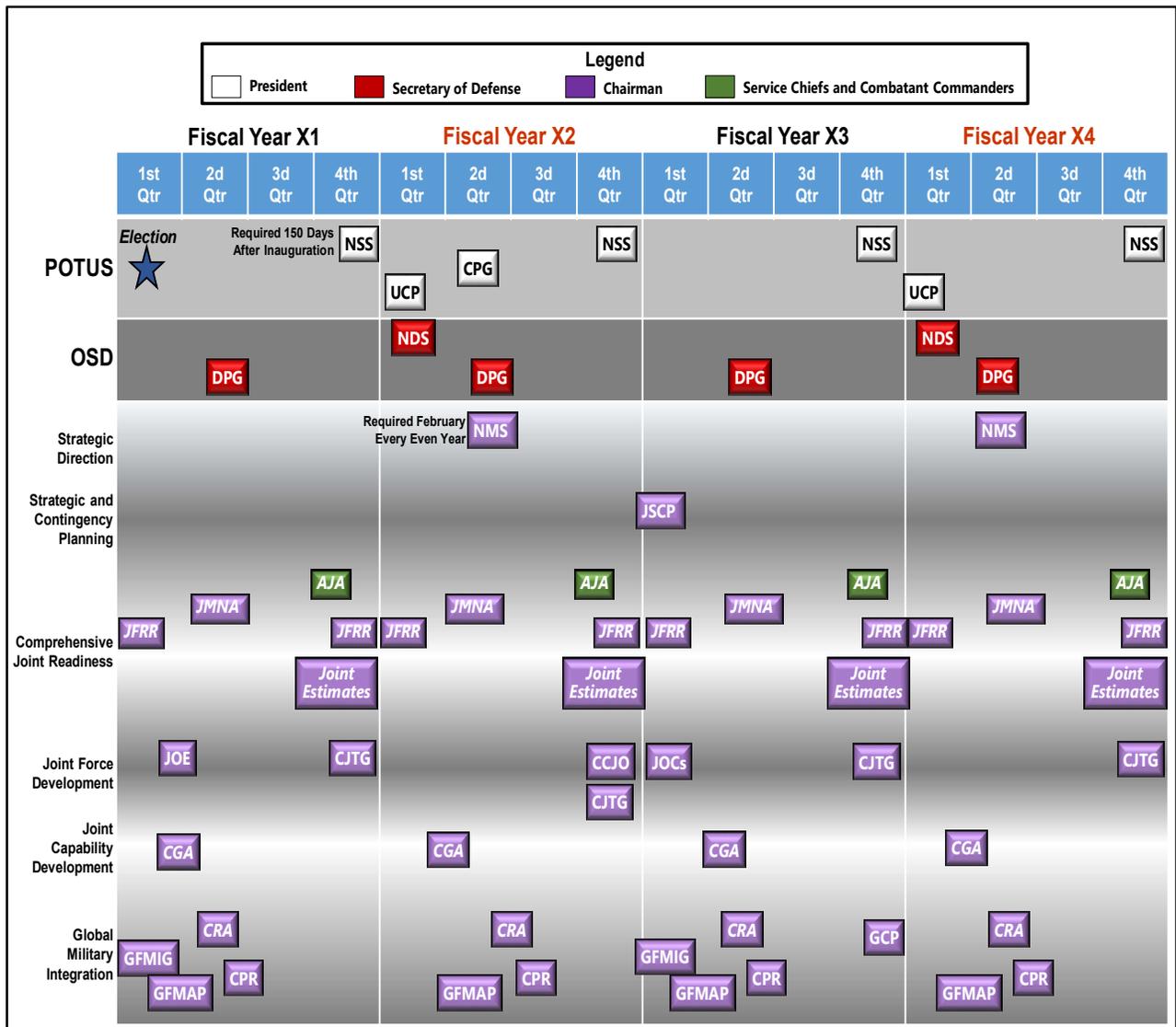


Figure 3. Notional Joint Strategic Planning System Product Timeline

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ENCLOSURE J

SUMMARY TABLE OF JOINT STRATEGIC PLANNING SYSTEM PRODUCTS

Component	Joint Staff Lead Directorate	Frequency	Purpose
<b>Strategic Direction</b>			
National Military Strategy (NMS)	J-5	Review even numbered years	Serves as the Chairman's central strategic and planning document; provides strategic direction to the Joint Force regarding plans, force employment, posture, and future force development
<b>Strategic and Contingency Planning</b>			
Joint Strategic Campaign Plan or JSCP	J-5	Review every 2 years	Operationalizes the NMS; Chairman's primary document to guide and direct the preparation and integration of Joint Force campaign and contingency plans
<b>Comprehensive Joint Readiness</b>			
Joint Military Net Assessment or JMNA	J-8	Annually	Serves as the capstone Joint Staff assessment product on comprehensive joint readiness; synthesizes other Joint Strategic Planning System assessments
Annual Joint Assessment or AJA	J-5	Annually	Collects Combatant Command and Service perspectives on the strategic environment, risks, and priorities
Joint Force Readiness Review or JFRR	J-3	Twice annually	Serves as the principal strategic readiness assessment of the CRS; analyzes unit, Combatant Command, Service, and combat support agency readiness data
Joint Personnel Estimate or JPE	J-1	Annually	Assesses the Joint Force's ability to fulfill the NMS from a joint personnel readiness perspective
Joint Strategic Intelligence Estimate or JSIE	J-2	Annually	Assesses the global threat environment likely to arise in 2 to 10 years and its implications
Joint Logistics Estimate or JLE	J-4	Annually	Assesses the Joint Force's ability to support NMS execution from a logistics perspective
<b>Joint Force Development</b>			
Joint Operating Environment or JOE	J-7	Chairman's Term Start/as required	Describes the future operational environment and its military implications
Family of Joint Concepts or FoJC	J-7	Varied	Advances the Joint Force's operational effectiveness and capability employment to meet current and future challenges; includes the Capstone Concept for Joint Operations or CCJO and Joint Operating Concepts or JOCs, and Supporting Joint Concepts
Chairman's Joint Training Guidance or CJTG	J-7	Annually	Sets conditions for joint readiness and force development; directs training for globally integrated operations
<b>Joint Capability Development</b>			
Capability Gap Assessment or CGA	J-8	Annually	Identifies and assesses joint military requirements; recommends prioritization and resourcing to address risks and gaps
<b>Global Military Integration</b>			
Chairman's Risk Assessment or CRA	J-5	Annually	Assesses strategic risk to national interests and military risk to execution of the NMS
Global Campaign Plan or GCP	J-5	Varied	Addresses the most pressing transregional and multi-functional strategic challenges across all domains
Chairman's Program Recommendation or CPR	J-8	Annually	Provides Chairman's military advice to the Secretary on capability investments needed to improve comprehensive joint readiness
Global Force Management Implementation Guidance or GFMIG	J-8	Every 2 years	Offers Chairman's military advice to the Secretary on the global assignment, allocation, and apportionment of the Joint Force
Global Force Management Allocation Plan or GFMAP	J-3	Annually	Provides Chairman's military advice on the annual deployment order for the Joint Force
Unified Command Plan or (UCP)	J-5	At least every 2 years	Establishes the President's guidance to Combatant Commanders on missions, responsibilities, and geographic and functional delineations

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ENCLOSURE K

REFERENCES

ENCLOSURE A – INTRODUCTION

a. “Office of the Law Revision Counsel, United States Code,” Title 10, U.S.C., sections 151,153,163, 181,  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)

ENCLOSURE B - STRATEGIC DIRECTION

a. “Office of the Law Revision Counsel, United States Code,” Title 10, U.S.C., section 153(a)(1),  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)

b. Chairman of the Joint Chiefs of Staff, “National Military Strategy of the United States,” 11 November 2016

c. CJCS Manual 3105.01 Series, “Joint Risk Analysis Manual”

d. President of the United States, “National Security Strategy of the United States of America,” 19 December 2017

e. Secretary of Defense, “2018 National Defense Strategy,” January 2018

ENCLOSURE C - STRATEGIC AND CONTINGENCY PLANNING

a. “Office of the Law Revision Counsel, United States Code,” Title 10, U.S.C., section 153(a)(2),  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)

b. President of the United States, “Unified Command Plan,” 3 November 2017

c. CJCSI 3110.01 Series, “Joint Strategic Capabilities Plan” (The JSCP is under revision. The revised JSCP will reflect the concepts and title outlined in the preceding paragraphs.)

d. DoDI 3000.12, “Management of Global Defense Posture (GDP),” 6 May 2016

- e. CJCSI 3141.01 Series, “Management and Review of Joint Strategic Capabilities Plan (JSCP) –Tasked Plans”
- f. CJCSM 5115.01 Series, “Priority Challenge Cross-Functional Teams”

ENCLOSURE D - COMPREHENSIVE JOINT READINESS

- a. “Office of the Law Revision Counsel, United States Code,” Title 10, U.S.C., section 153(a)(4),  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)
- b. CJCS Guide 3401 Series, “CJCS Guide to the Chairman’s Readiness System”
- c. CJCS Instruction 3401.01 Series, “Joint Combat Capability Assessment”

ENCLOSURE E - JOINT FORCE DEVELOPMENT ACTIVITIES

- a. “Office of the Law Revision Counsel, United States Code,” Title 10, U.S.C., section 153(a)(6),  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)
- b. CJCSI 1800.01 Series, “Officer Professional Military Education Policy”
- c. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- d. CJCSN 3500.01 2017-2020, “Chairman’s Joint Training Guidance”
- e. CJCSI 3010.02 Series, “Guidance for Developing and Implementing Joint Concepts”
- f. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- g. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- h. CJCSM 5120.01 Series, “Joint Doctrine Development Process”
- i. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”

ENCLOSURE E - JOINT FORCE DEVELOPMENT ACTIVITIES

- a. Office of the Law Revision Counsel, United States Code, Title 10, U.S.C., section 153(a)(6),  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)
- b. CJCSI 1800.01E, "Officer Professional Military Education Policy"
- c. CJCSI 1805.01B, "Enlisted Professional Military Education Policy"
- d. CJCSN 3500.01 2017-2020, "Chairman's Joint Training Guidance"
- e. CJCSI 3010.02E, "Guidance for Developing and Implementing Joint Concepts," 17 August 2016
- f. CJCSI 3150.25F, "Joint Lessons Learned Program"
- g. CJCSI 5120.02D, "Joint Doctrine Development System"
- h. CJCSM 5120.01A, "Joint Doctrine Development Process"
- i. CJCSI 3500.01H, "Joint Training Policy for the Armed Forces of the United States"

ENCLOSURE F - JOINT CAPABILITY DEVELOPMENT

- a. Office of the Law Revision Counsel, United States Code, Title 10, U.S.C., section 153(a)(5),  
<<http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim>> (NIPRNET -- accessed 25 June 2018)
- b. CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)"
- c. CJCSI 8501.01 Series, "Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution Process"
- d. DoD Directive 7045.14, "The Planning, Programming, Budgeting, and Execution (PPBE) Process," 25 January 2013, Incorporating Change 1, 29 August 2017

ENCLOSURE G - GLOBAL MILITARY INTEGRATION

- a. Office of the Law Revision Counsel, United States Code, Title 10, U.S.C., section 153(a)(3), <http://uscode.house.gov/browse/prelim@title10/subtitleA/part1/chapter5&edition=prelim> (NIPRNET -- accessed 25 June 2018)
- b. President of the United States, "Unified Command Plan," 3 November 2017
- c. CJCSI 3110.01 Series, "Joint Strategic Capabilities Plan"5 (The next revision of the JSCP instruction will reflect the concepts outlined in Enclosure B.)

RELATED DOCUMENTS

1. CJCS Instruction 3110.01 Series, "Joint Strategic Capabilities Plan"
2. CJCS Instruction 3110.02 Series, "Intelligence Planning Guidance, Objectives, and Tasks"
3. CJCS Manual 3130.03 Series, "Adaptive Planning and Execution (APEX) Planning Formats and Guidance"
4. CJCS Manual 3314.01 Series, "Intelligence Planning"

## GLOSSARY

### ABBREVIATIONS AND ACRONYMS

AJA	Annual Joint Assessment
ARCCR	Annual Report of Combatant Command Requirements
C4	Command, Control, Communications, and Computers
CA	Coordinating Authority
CAPE	Cost Assessment and Program Evaluation
CBA	Capabilities Based Assessment
CCDR	Combatant Commander
CCJO	Capstone Concept for Joint Operations
CCMD	Combatant Command
CCP	Combatant Command Campaign Plan
CDD	Capability Development Document
CFT	Cross-Functional Team
CGA	Capability Gap Assessment
CJCS	Chairman of the Joint Chiefs of Staff
CJTG	Chairman's Joint Training Guidance
CPG	Contingency Planning Guidance
CPR	Chairman's Program Recommendation
CRA	Chairman's Risk Assessment
CRS	Chairman's Readiness System
DCR	(Joint) DOTMLPF-P Change Recommendation
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
DRRS	Defense Readiness Reporting System
EXORD	Execute Order
FCP	Functional Campaign Plan
FoJC	Family of Joint Concepts
FYDP	Future Years Defense Program
GCP	Global Campaign Plan
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMIG	Global Force Management Implementation Guidance
ICP	Integrated Contingency Plan
IPL	Integrated Priority List
JCCA	Joint Combat Capability Assessment
JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JFRR	Joint Force Readiness Review
JLE	Joint Logistics Estimate
JMNA	Joint Military Net Assessment
JPE	Joint Personnel Estimate
JPME	Joint Professional Military Education
JROC	Joint Requirements Oversight Council

JROCM	Joint Requirements Oversight Council Memorandum
JSA	Joint Strategic Assessment
JSCP	Joint Strategic Campaign Plan
JSIE	Joint Strategic Intelligence Estimate
JSPS	Joint Strategic Planning System
JSWG	Joint Strategy Working Group
JWPS	Joint Worldwide Planners Seminar
NDS	National Defense Strategy
NMS	National Military Strategy
PBR	Programming and Budgeting Review
PPBE	Planning, Programming, Budgeting, and Execution
RCP	Regional Campaign Plan
SIB	Strategy Integration Board
U.S.C.	U.S. Code
UCP	Unified Command Plan

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