



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-8

DISTRIBUTION: A, B, C, S

CJCSI 3460.01D

30 September 2019

COMBAT SUPPORT AGENCY REVIEW TEAM ASSESSMENTS

References: See Enclosure C.

1. Purpose. This instruction provides guidance on the conduct of Combat Support Agency Review Team (CSART) assessments.
2. Superseded/Cancellation. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3460.01C, 9 August 2012, "Combat Support Agency Review Team Assessments," is hereby superseded.
3. Applicability. This instruction applies to organizations that participate in CSART assessments, including the Combatant Commands (CCMDs), Combat Support Agencies (CSAs), Office of the Secretary of Defense (OSD), Joint Staff (JS), Services (when Service equities are involved), and other joint activities.
4. Policy
 - a. In accordance with Title 10, Section 193 (reference a) the Chairman of the Joint Chiefs of Staff (CJCS) is required to conduct a biennial assessment of each CSA's responsiveness and readiness to support the operating forces. For the purposes of this instruction, operating forces are the CCMDs. The CSART shall execute this responsibility for the CJCS, identifying capability shortfalls and developing recommendations that the Chairman will report to the Secretary of Defense (SecDef). CSART assessments will influence Department of Defense (DoD) processes as necessary, and prescribe recommendations in areas such as doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).
 - b. In accordance with Department of Defense Directive (DoDD) 3000.06 (reference b), the relationship between a CSA and a CCMD involves support, with the CSA typically operating in a supporting-to-supported relationship

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

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

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

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

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

5. Definitions. See Glossary.

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

7. Summary of Changes. Revisions reflect the current CSART assessment process and streamline the instruction for use by assessment POCs. This revision:

a. Emphasizes CSA support to the CCMDs and addresses Service participation options.

b. Describes the current process more accurately and makes the instruction more concise.

c. Reflects DoD organizational changes resulting from the establishment of new DoD components, such as the Defense Health Agency (DHA) and the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)).

8. Releasability. UNRESTRICTED. This instruction is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the CCMDs), other federal agencies, and the public, may obtain copies of this

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[http: < // www.jcs.mil/library >](http://www.jcs.mil/library). JS activities may also obtain access via the SIPR directives Electronic Library websites.

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

For the Chairman of the Joint Chiefs of Staff:



GLEN D. VANHERCK
Major General, U.S. Air Force
Vice Director, Joint Staff

Enclosures:

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

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ENCLOSURE A

CSART PROCESS

1. Purpose. The CSART assessment process assists the CJCS in fulfilling the responsibilities specified in reference a. The CSAs are important entities within the DoD and the epitome of a joint organization. They provide unique combat support capabilities that are not attainable from any other means. The CSART process is the CCMDs' mechanism to improve support from these organizations.

2. General

a. Title 10, Section 193, directs the CJCS to conduct biennial assessments of the CSAs. The CSART assessment is a constructive and collaborative process designed to optimize the combat support effectiveness of each CSA. It is the primary means for reviewing the responsiveness and readiness of the CSAs, specifically, the support requirements for the CCMDs and their components in the execution of their assigned missions. When deemed appropriate, a CSA's support of the Services may be included in an assessment. The CSART aims to assess the CSA's fulfillment of its roles under the National Military Strategy, its establishing charter, and other applicable DoD guidance.

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

Table 1		
Combat Support Agencies	Principal Staff Assistants	Establishing DoDD
Defense Contract Management Agency (DCMA)	Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))	Ref d
Defense Logistics Agency (DLA)		Ref e
Defense Threat Reduction Agency (DTRA)		Ref f
Defense Information Systems Agency (DISA)	Office of the Department of Defense Chief Information Officer (Office of the DoD CIO)	Ref g
Defense Intelligence Agency (DIA)	Under Secretary of Defense for Intelligence (USD(I))	Ref h
National Geospatial-Intelligence Agency (NGA)		Ref i

National Security Agency/Central Security Service (NSA/CSS)		Ref j
Defense Health Agency (DHA)	Under Secretary of Defense for Personnel and Readiness (USD (P&R) delegated PSA activities to Assistant Secretary of Defense for Health Affairs (ASD(HA)))	Ref k

3. Objectives

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

b. In accordance with references a and b, CSART assessments aim to inform the DoD's leadership, DoD strategic documents, and the defense congressional committees.

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

a. Agency Support Plans and Plans Development: Evaluate the adequacy of CSA plans and operational procedures in support of the CCMDs' campaign and contingency plans.

b. Readiness: Review CSA participation in systems and programs that support the Chairman's Readiness System (CRS).

(1) The Defense Readiness Reporting System (DRRS), to include an evaluation of the Agency Mission Essential Tasks (AMETs) and links from Joint Mission Essential Tasks (JMETs), as well as utilization of the Universal Joint Task List (UJTL).

(2) The Joint Training System, to include use of the Joint Training Information Management System (JTIMS), joint training plans and participation in joint exercises.

(3) The Joint Lessons Learned Program to include use of the Joint Lessons Learned Information System (JLLIS).

c. Future Warfighting Capabilities: Evaluate how well CSAs posture to deliver the capabilities necessary to fulfill CCMD requirements (reference 1). Examples include participation of the CSAs in the development and analysis of appropriate joint concept(s), alignment of the CSAs' strategic plan with the joint concept(s), and the CSAs' progress in meeting desired joint warfighting capabilities.

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

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

a. Phase 1: Notification and Progress Update. The JS formally notifies the CSA, PSA, and applicable JS offices of the upcoming CSART assessment. This notification will solicit team members and request that the PSA verify the accuracy of the most recent semi-annual plan of action and milestones (POA&M) from the last assessment. Unresolved issues, findings and capability shortfalls from previous assessments will be included in the current assessment.

b. Phase 2: Research, Assessment Planning and In-Briefs. The CSART and J-8/Support Agency Review and Assessment Office (SARAO) will conduct initial research, identify key issues and focus areas, and develop an assessment plan tailored to the CSA. This assessment plan is then briefed to the CSA, PSA, and applicable J-directorate(s) as part of a formal in-brief that provides an overview of the process and responsibilities. Additionally, the JS will formally notify the CCMDs (and Services, depending on equities) of the upcoming assessment, its proposed schedule, and request POCs to facilitate phases 3 and 4.

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

d. Phase 4: Report Preparation and Coordination. The CSART uses the research and analysis from the previous phases to write the report that

includes findings, issues and recommendations. The report is then coordinated with assessment participants.

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

f. Phase 6: Post-Assessment Actions. Upon Deputy Secretary of Defense (DepSecDef) endorsement of the CSART assessment report, the PSA will prepare and disseminate a POA&M for implementation. The PSA will coordinate with organizations responsible for implementation of recommendations, and will provide semi-annual updates to the Chief Management Officer (CMO) and JS beginning no later than six months after the DepSecDef endorsement of the assessment report.

APPENDIX A TO ENCLOSURE A

CSART AND JOINT REQUIREMENTS OVERSIGHT COUNCIL (JROC)
PROCESSES

1. General. Joint warfighting capabilities and responsibilities exist within the CSAs and require JROC oversight. The CSART will report key CSA capability shortfalls identified during the course of the assessment that may affect several CCMDs. However, for capability shortfalls affecting only one CCMD, the CSART has the discretion to forward the issue to the appropriate authority for action, and may opt to leave it out of the report. The CSART provides the JROC and the functional capability boards (FCBs) the ability to:

a. Identify CSA capability, responsiveness and readiness shortfalls.

b. Emphasize CSA capabilities, with a joint potential designator of “joint interest” or “joint integration,” are incorporated in the Joint Capabilities Integration and Development System (JCIDS) process.

c. Incorporate CSA capabilities, functions, and responsibilities into joint functional concepts, joint concepts, capabilities-based assessments, and JCIDS products as appropriate.

2. DOTMLPF-P Capability Shortfalls. The CSART may identify longer-term readiness shortfalls during the assessment. The solutions to such shortfalls may require DOTMLPF-P solutions. Longer-term readiness shortfalls will be referred to FCBs via the respective JS directorate representative on the CSART. In addition, the CSART will normally recommend that the CSA director address the shortfall through the JCIDS process.

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ENCLOSURE B

CSART RESPONSIBILITIES

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

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APPENDIX A to ENCLOSURE B

JOINT STAFF RESPONSIBILITIES

1. Purpose. This appendix outlines JS directorate responsibilities in the CSART assessment process. J-8 responsibilities are outlined in Enclosure B.

2. General

a. JS directorates and the OCJCS Legal Counsel (LC) provide subject-matter expertise and the JS perspective in their respective functional areas on issues raised during the assessment.

b. JS directorates specified in Table 2 below provide an action officer to participate as a member of the CSART. Directorates will provide their point of contact (POC) in accordance with the tasking memorandum from the Director, Joint Staff. The designated POCs should have enough tenure and experience to coordinate with the CSART and facilitate the assessment through completion.

Table 2			
Directorate	Agency	Expertise Required	Travel
J-1	All	Manpower and Personnel	No
J-2	DIA	All Source Intelligence Analysis, HUMINT, and MASINT	Yes
	NGA	Geospatial Intelligence	Yes
	NSA	Signals Intelligence	Yes
J-3	DTRA	Nuclear Operations and Consequence Management	Yes
J-4	DCMA	Operational Contract Support	Yes
	DLA	Logistics and Sustainment/Distribution	Yes
J-5	DTRA	Counter Proliferation, WMD	Yes
J-6	DISA	Strategic and Inter-theater C4	Yes
	NSA	Cybersecurity	Yes
	DIA	Joint Worldwide Intelligence Communication System	No
	NGA	NGA net	No
J-3 J-5 J-7	All	Readiness, Planning and Training	No
Joint Staff Surgeon	DHA	Health Services	Yes

c. Directorate action officers assigned to the CSART participate in all phases of the assessment. Designated action officers travel to the CCMDs for data gathering. Funding and budgeting for travel is the responsibility of the JS directorates that provide the subject-matter experts. The respective JS directorate will schedule and coordinate in-briefs with its director or vice director.

3. Responsibilities

a. Notification and Progress Review. The Notification will solicit team members and request that any JS directorate assigned the responsibility to implement recommendations from the previous CSART assessment will provide an implementation status upon request from J-8/SARAO, CMO, or PSA. Additionally, the CJCS will notify the PSA of the pending assessment, and provide a copy of the previous assessment and progress review.

b. Assessment Planning and Research

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

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

(3) The J-5 POC will assist the CSART in **accessing** CJCS and CCMD plans.

(4) The J-7 POC shall assist and advise the CSART when reviewing CSA agency mission essential task lists (AMTELS), joint training, joint lessons learned, and UJTL matters.

c. Data Collection and Analysis

(1) Designated POCs shall provide their JS directorate/office's perspective by reviewing the issues and capability shortfalls identified by the CCMDs and Services. The intent of this action is to ensure the CSART fully understands the scope of the issue and the Joint Staff policies and equities affecting the issue, including feasible solutions.

(2) The chair of the FCB should be afforded the opportunity to appoint a POC, if appropriate. The POC will assist in the development of issues, findings and recommendations concerning future warfighting capabilities and participate in appropriate briefings by the CSA.

d. Report Preparation and Coordination

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

(2) Review the CSART assessment report and provide appropriate coordination on the report. In the event the directorate non-concurs, or concurs with a critical comment, the directorate's POC for the CSART will serve as the "entry point" for adjudication.

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

f. Post-Assessment Actions

(1) Identify a lead office and POCs to J-8/SARAO for implementing any recommendations assigned by the CJCS. J-8/SARAO will pass POCs to PSAs and CSAs. Directorates shall also provide the implementation status of recommendations to J-8/SARAO and corresponding PSA no later than six months from the release of the SecDef's POA&M, and upon Notification (Phase 1) of a CSA assessment.

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

(3) Ensure the CSA biennial assessments inform DoD senior leadership and the Congressional Defense and Appropriations Committees.

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

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APPENDIX B TO ENCLOSURE B

OSD RESPONSIBILITIES

1. Purpose. This appendix outlines OSD responsibilities in the CSART assessment process.

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

a. Notification and Progress Review. The notification will solicit team members and request that the PSA verify the accuracy of the most recent semi-annual plan of action and milestones (POA&M) from the last assessment. The PSA will provide J-8/SARAO with the most current, and approved, progress review. Whenever the Secretary of Defense directs OSD to implement any recommendations from the prior assessment, the OSD POC will provide implementation status of the recommendation upon request from J-8/SARAO.

b. Assessment Planning and Research

(1) Upon CJCS notification of the pending assessment, OSD will designate a PSA POC to coordinate with the CSART, represent OSD for the duration of the assessment, and attend all CSART coordination meetings. PSA POCs should immediately contact J-8/SARAO to exchange contact information.

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

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

c. Data Collection and Analysis

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

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

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

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

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

e. Report Out-Briefs and Dissemination

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

(2) Request the PSA identify a lead office to J-8/SARAO for implementing applicable recommendations in the Secretary of Defense-endorsed assessment report.

f. Post-Assessment Actions

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

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

APPENDIX C TO ENCLOSURE B

COMBAT SUPPORT AGENCY RESPONSIBILITIES

1. Purpose. This appendix outlines CSA responsibilities in the CSART assessment process.
2. General. CSAs are primary participants and are involved in all phases of the CSART assessment process. The formats for all input required for the CSART assessment will be disseminated electronically. The CSA responsibilities are outlined below:
 - a. Notification and Progress Review. The CSA shall provide, via the PSA, a status of the implementation of the SecDef-directed recommendations from the prior assessment upon J-8/SARAO request.
 - b. Assessment Planning and Research
 - (1) Designate a CSA POC with enough experience and tenure to coordinate with the CSART and facilitate the assessment through completion. Agency POCs should immediately contact J-8/SARAO to exchange personal contact information.
 - (2) Provide the CSART with all readiness reports and supporting information since the last assessment; agency strategic plans; supporting plans; future capabilities; Agency Mission-Essential Task List (AMETL) and/or other relevant combat support tasks, if applicable; and identified command-linked tasks from the CCMDs.
 - (3) Identify any agency capability shortfalls, areas of interest, or concerns, as appropriate.
 - (4) Schedule a CSART brief to inform the CSA's director of the purpose and scope of the CSART assessment.
 - c. Data Collection and Analysis
 - (1) Provide information to the CSART during the state of the agency briefings on: Planning, future capability, warfighting programs, JCIDS actions the agency sponsors, support to military operations, resources, readiness, readiness reporting procedures, and other information as requested by J-8/SARAO.
 - (2) Review all input and provide the agency's perspective on the issues and capability shortfalls with supporting information. Make agency subject matter experts available to discuss all matters deemed appropriate.

(3) Provide a single POC to travel with the CSART, as required.

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

d. Report Preparation and Coordination

(1) Assist J-8/SARAO in refining the list of findings, issues, and developing feasible and actionable recommendations to correct identified issues.

(2) Review the CSART assessment and provide director-level endorsement. In the event an agency desires to make comment on the report, the agency POC will serve as the CSART point of entry for adjudication. Given the independent authority of the CJCS, the JS will consider agency comments concerning errors of fact. However, The JS is not obligated to change the findings on the report, or assessment of agency readiness, based upon an agency non-concurrence.

e. Report Out-Briefs and Dissemination

(1) Receive a CSART assessment out-brief at the director-level. Note, the director may provide endorsement of the report after the out-brief.

(2) Identify a lead office to the PSA POC and J-8/SARAO for implementing applicable recommendations in the SecDef-endorsed report and subsequent POA&M.

f. Post-Assessment Actions. The CSA will provide the status of implementation actions to the PSA no later than six months after SecDef has endorsed the report and every six months thereafter, until all recommendations in the POA&M are resolved.

APPENDIX D TO ENCLOSURE B

COMBATANT COMMAND RESPONSIBILITIES

1. Purpose. This appendix outlines CCMD responsibilities in the CSART assessment process.

2. General. CCMDs provide significant input to the CSART assessment. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each CCMD are outlined below.

a. Notification and Progress Review

(1) Upon notification, each CCMD shall designate a command POC for each assessment to coordinate with the CSART and facilitate data collection. Command POCs should immediately contact the J-8/SARAO to exchange contact information.

(2) A CCMD sponsoring a FCB topic affecting a CSA being assessed will appoint a liaison to the CSART to participate in development of findings, issues, and recommendations concerning future warfighting capabilities.

b. Assessment Planning and Research. In cases where the SecDef has directed the CCMDs to implement any recommendation from the prior assessment, they will provide a status of those recommendations upon J-8/SARAO and/or PSA POC request.

c. Data Collection and Analysis

(1) Review the AMETs and/or other relevant combat support tasks and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in providing combat support. Additionally, special attention should be paid to those tasks where the CCMD has established links from its Joint Mission Essential Tasks List (JMETL) to the CSA's AMETL.

(2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the CSA to support the CCMD, joint task force commands, Service component commands, and functional component commands, including theater special operations commands. Describe the effects on command readiness and/or capabilities that proposed solutions have the potential to incur. Command POCs consolidate this input from all components, ensure it is in the format J-8/SARAO provided, obtain division chief (O-6 planner) approval, and submit the command's input in accordance with the notification memorandum.

(3) Coordinate CSART interviews with key staff members of the CCMD. Topics for these interviews will be developed using CCMD and Service (where appropriate) responses to questionnaire; direct inputs from the CSA, JS, and OSD; and research of strategic documents and other guidance. The CSART may provide the commands with a list of issues and capability shortfalls being addressed prior to the visit. However, the CCMDs may address additional topics relevant to the support the CSA provides. The command POC shall:

(a) Schedule a CSART office call with the Deputy Combatant Commander or Chief of Staff and the appropriate J-director to provide information and solicit senior leader input.

(b) Develop a schedule to allow CSART interviews with subject-matter experts on the issues and capability shortfalls.

(c) Remain the primary coordinator for information throughout the data collection phase as the CSART process refines existing issues and identifies new issues.

d. Report Preparation and Coordination. Review and provide division chief (O-6 planner) coordination on the report. In the event the command desires to comment on the report, the command POC will serve as the CSART point of entry for adjudication. A GO/FO/SES endorsement is required from any organization that non-concurs, and should include specific objections and the supporting rationale.

e. Report Out-Briefs and Dissemination

(1) Forward the results of the assessment to the command's readiness officer for use in the command's assessment of CSA support required by the CRS.

(2) In the event CCMDs are assigned responsibility for implementing any CSART recommendations, each CCMD will identify a lead office to coordinate with the PSA POC and J-8/SARAO.

f. Post-Assessment Actions. Provide the status of CCMD implementation actions to the PSA no later than six months after the SecDef has endorsed the assessment report, and every six months thereafter, until the POA&M issue is resolved.

APPENDIX E TO ENCLOSURE B

SERVICE RESPONSIBILITIES

1. Purpose. This appendix describes Service responsibilities in the CSART assessment process.
2. General. Services have the opportunity to provide input to the CSART assessment, or determine that there are “no Service equities” in accordance with reference m. The formats for all input required for the CSART assessment will be disseminated electronically. The responsibilities of each Service are outlined below:
 - a. Notification and Progress Review. Upon notification, each Service shall designate a command POC for each assessment to coordinate with the CSART and facilitate data collection. In cases where the Secretary of Defense has directed the Services to implement a recommendation from the prior assessment, the Services shall provide the recommendation implementation status upon request from the J-8/SARAO or the PSA POC.
 - b. Assessment Planning and Research. Designate POCs to coordinate with the CSART and facilitate data collection. Immediately contact J-8/SARAO to exchange contact information.
 - c. Data Collection and Analysis
 - (1) If applicable, review the AMETs and/or other relevant combat support tasks, and provide an evaluation of agency responsiveness, readiness, effectiveness, and capabilities in executing these tasks in support of the Services.
 - (2) Identify any capability shortfalls or issues related to the responsiveness and readiness of the agency to support the Services’ warfighting mission. Service POCs will provide this input to the CSART and ensure it is in the format J-8/SARAO provided with the notification memorandum.
 - (3) Coordinate CSART interviews (onsite or via VTC) with appropriate Service organizations and staff members. Additionally, the following related tasks are required:
 - (a) Schedule a CSART in-brief with the Service staff director to provide information and solicit senior leader input.
 - (b) Coordinate with the CSART to schedule interviews with the Service subject matter experts on the issues and capability shortfalls the CCMDs identified during the assessment.

(c) Remain the primary coordinator for information throughout the remainder of the data collection phase as the CSART refines existing issues, and identifies new issues.

d. Report Preparation and Coordination. Review the CSART assessment report and provide Service Secretary endorsement when the report includes Service equities. In the event the Service desires to make comment on the report, the Service POC will serve as the CSART point of entry for adjudication. Non-concurrences require GO/FO/SES endorsement from the organization that disagrees, and should include specific objections and supporting rationale.

e. Report Out-Briefs and Dissemination

(1) In the event the Services are assigned responsibility for implementing any CSART recommendations, each Service will identify a lead office to coordinate with the PSA POC and J-8/SARAO.

f. Post-Assessment Actions. Provide the status of Service implementation actions to the PSA no later than six months after the SecDef has endorsed the assessment report, and every six months thereafter, until the POA&M issue is resolved.

ENCLOSURE C

REFERENCES

- a. Title 10, U.S.C., Section 193
- b. DoDD 3000.06, 8 July 2016, “Combat Support Agencies (CSAs)”
- c. Title 10, U.S.C., section 153
- d. DoDD 5105.64, 10 January 2013, “Defense Contract Management Agency (DCMA)”
- e. DoDD 5105.22, 29 June 2017, “Defense Logistics Agency (DLA)”
- f. DoDD 5105.62, 10 November 2015, “Defense Threat Reduction Agency (DTRA)”
- g. DoDD 5105.19, 25 July 2006, “Defense Information Systems Agency (DISA)”
- h. DoDD 5105.21, 18 March 2008, “Defense Intelligence Agency (DIA)”
- i. DoDD 5105.60, 29 July 2009, “National Geospatial-Intelligence Agency (NGA)”
- j. DoDD 5100.20, 26 January 2010, “National Security Agency/Central Security Service (NSA/CSS)”
- k. DoDD, 5136.13, 30 September 2013, “Defense Health Agency (DHA)”
- l. CJCSI 5123.01 Series, “Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)”
- m. DoDM 5110.04-M-VI, 19 April 2017, “DoD Manual for Written Material: Correspondence Management
- n. CJCSI 5711.01C Series, “Policy on Action Processing”
- o. DoDD 7730.65, 11 May 2015, “Department of Defense Readiness Reporting System (DRRS)”

GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS¹

AMET	Agency Mission-Essential Task
AMETL	Agency Mission-Essential Task List
ASD(HA)	Assistant Secretary of Defense for Health Affairs
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSART	Combat Support Agency Review Team
DCMA	Defense Contract Management Agency
DHA	Defense Health Agency
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DOD	Department of Defense
DOD CIO	Department of Defense, Chief Information Officer
DOTMLPF-P	doctrine, organization, training, material, leadership and education, personnel, facilities, and policy
DRRS	Defense Readiness Reporting System
DTRA	Defense Threat Reduction Agency
FCB	Functional Capabilities Board
GO/FO/SES	General Officer/Flag Officer/Senior Executive Service
JCIDS	Joint Capabilities Integration and Development System
JFRR	Joint Force Readiness Review
JMETL	joint mission-essential task list
JROC	Joint Requirements Oversight Council
LC	OCJCS/Legal Counsel
NGA	National Geospatial-Intelligence Agency
NSA	National Security Agency
NSA/CSS	National Security Agency/Central Security Service

¹ See JP 1-02, DoD Dictionary of Joint Terms and Definitions for a complete list.

OSD	Office of the Secretary of Defense
POA&M	Plan of Action and Milestones
POC	Point of Contact
PSA	Principal Staff Assistant
SARAO	Support Agency Review and Assessment Office
USC	United States Code
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(I)	Undersecretary of Defense for Intelligence
USD(P&R)	Undersecretary of Defense for Personnel and Readiness

PART II—DEFINITIONS

Combat Support Agency (CSA). CSAs are DoD agencies or activities designated by Congress or the Secretary of Defense. They provide combat support or combat service support functions to joint operating forces across the spectrum of military operations and in support of Combatant Commanders executing military operations. CSAs perform support functions or provide supporting operational capabilities consistent with their established directives and pertinent DoD planning guidance. See reference 1.

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

Operating Forces. The term "operating forces" primarily refers to the CCMDs and their supporting Service components, but may also refer to the Services where the CSA's support directly affects the Services' ability to support the warfighter (i.e. critical acquisition programs, capability gaps, integration issues).

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