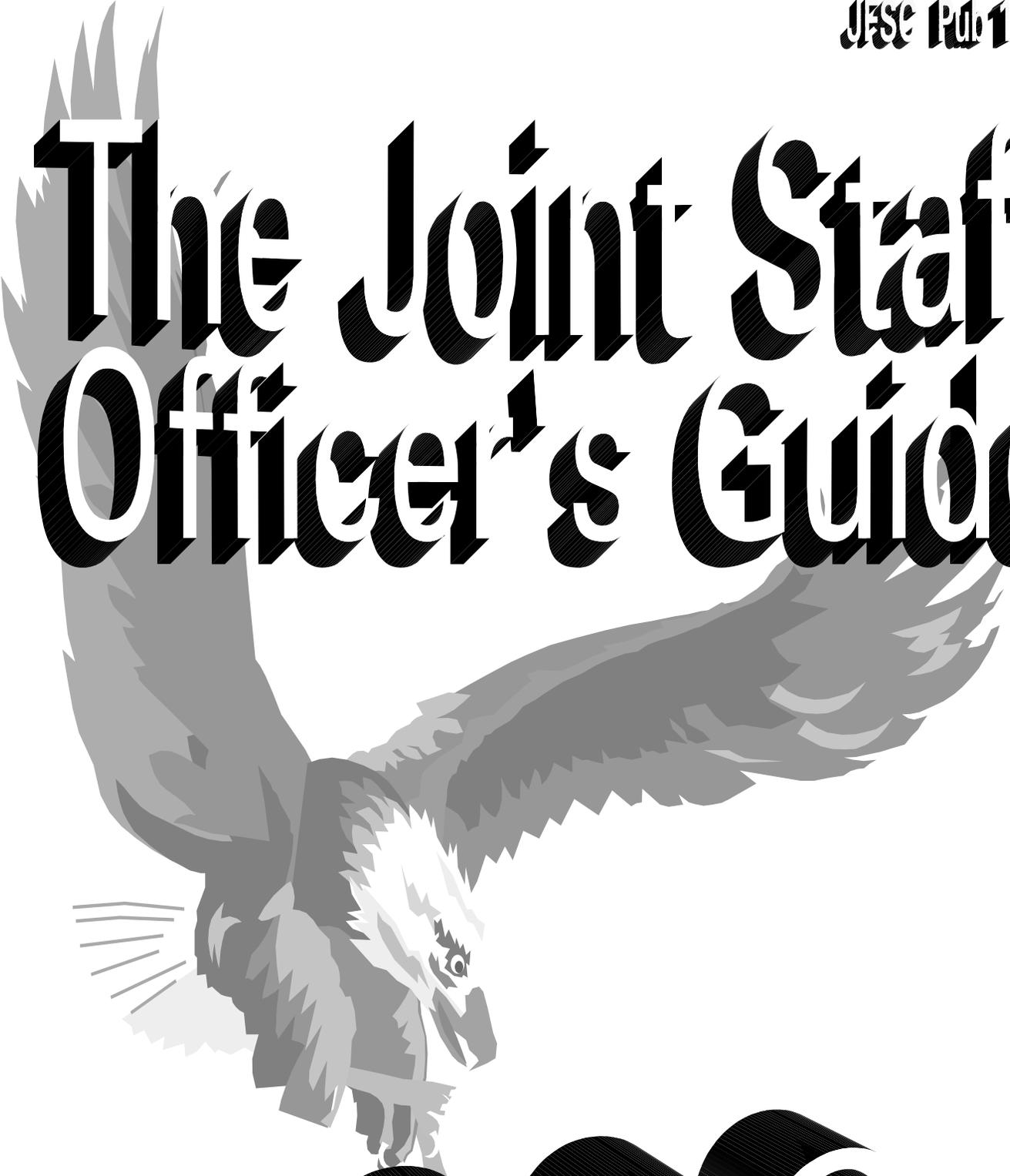


The Joint Staff Officer's Guide



2000



The Joint Staff Officer's Guide 2000



NATIONAL DEFENSE UNIVERSITY
 JOINT FORCES STAFF COLLEGE
 NORFOLK, VIRGINIA 23511-1702



JFSC Pub 1

The Joint Forces Staff College (JFSC) educates staff officers and other leaders in joint operational-level planning and warfighting and instills a commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. Pub 1 is the primary curriculum publication used by the faculty at JFSC to accomplish the college's educational goals and objectives in meeting this mission. It is a compendium of jointness that offers a perspective on joint planning and execution that is not found elsewhere. It presents the "big picture" of the players, the process, and the procedures, synthesizing elements from a wide range of sources, presenting them in a systematic manner. No other single publication so completely treats the subject of "jointness."

In recent years, Pub 1 has become a more important document since joint professional military education became a shared responsibility, with Phase I taught at the Service schools and Phase II taught at JFSC. We also recognize that Pub 1 is considered the preeminent reference book for operators and planners throughout the joint and Service communities. To satisfy this broad audience we have made JFSC Pub 1 available in the Joint Electronic Library, which is accessible through desktop computers.

The content of Pub 1 is derived from many sources, official and unofficial. Because the process of joint planning is dynamic, Pub 1 also must be dynamic. This edition builds upon the previous edition with new material on the Joint Planning and Execution System, Theater Engagement Planning, and the latest Joint Doctrine Publications and terminology. To continue to keep Pub 1 useful and current, we depend on inputs from those in the field, who use Pub 1 as they plan and execute "real-world" joint operations. Therefore, we solicit not only official comments from your commands, but also unofficial comments from you, the user.

JFSC's motto "That all may labor as one" is relevant today because our military forces are engaged in a wide variety of challenging operations around the world. These challenges require military leaders who understand fully not only the complexities of joint warfare, but also the intricacies of planning and executing joint operations in a multinational force or interagency environment. Our goal is to send highly qualified graduates into the joint planning and execution community, confident that they will make an immediate and positive impact. JFSC Pub 1 is a key tool in that effort.

EDWARD L. LaFOUNTAINÉ
 Brigadier General, USAF
 Commandant

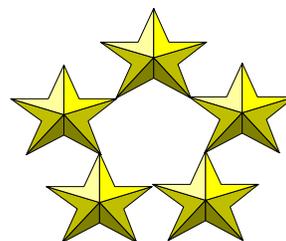
THE PURPLE SUIT

The Purple Suit concept, reflected in the color of this publication's cover, represents an important metaphor of joint and combined planning. Service members involved in joint and combined operations dissociate themselves from the inherent biases of parochial concerns to work together for the common good. The color purple symbolizes the intermingling of all the whites, blues, greens, tans, reds, gold, and silver found in Service uniforms and insignia. Purple is joint and combined: the Purple Suiter is an officer who embodies the motto on the Joint Forces Staff College Seal "That All May Labor as One."



"Separate ground, sea, and air warfare is gone forever. If ever again we should be involved in war, we will fight it in all elements, with all services, as one single concentrated effort."

Dwight D. Eisenhower



**Chairmen of the
Joint Chiefs of Staff
(1949 – 2000)**

| | From | To |
|---|----------|---------|
| General of the Army Omar N. Bradley, USA | 8/16/49 | 8/14/53 |
| ADM Arthur W. Radford, USN | 8/15/53 | 8/14/57 |
| Gen Nathan F. Twining, USAF | 8/15/57 | 9/30/60 |
| GEN Lyman L. Lemnitzer, USA | 10/01/60 | 9/30/62 |
| GEN Maxwell D. Taylor, USA | 10/01/62 | 7/03/64 |
| GEN Earle G. Wheeler, USA | 7/03/64 | 7/02/70 |
| ADM Thomas H. Moorer, USN | 7/03/70 | 6/30/74 |
| Gen George S. Brown, USAF | 7/01/74 | 6/20/78 |
| Gen David C. Jones, USAF | 6/21/78 | 6/18/82 |
| GEN John W. Vessey, Jr., USA | 6/18/82 | 9/30/85 |
| ADM William J. Crowe, Jr., USN | 9/30/85 | 9/30/89 |
| GEN Colin L. Powell, USA | 10/01/89 | 9/30/93 |
| GEN John M. Shalikashvili, USA | 10/25/93 | 9/30/97 |
| GEN Henry H. Shelton, USA | 10/01/97 | |

FOREWORD

JFSC Pub 1 is the primary JFSC textbook. Pub 1 brings together official procedures and adds necessary details in explaining the complex process of joint planning. It serves as a compendium of guidance from many sources, including joint publications, Service publications, technical reports, and person-to-person reports received from staff officers working in the field. To further assist the reader, Pub 1 cites authoritative sources as needed.

There are many changes in this revision of Pub 1. Procedures, terminology, and even the organization of the Joint Planning and Execution Community continue to change, so we must keep pace to remain effective staff officers and planners. It is impossible to keep the material in this publication current without information from those of you who read and use it. Please mail suggestions for improvements, changes, or corrections to

NATIONAL DEFENSE UNIVERSITY
JOINT FORCES STAFF COLLEGE
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REQUESTS FOR COPIES. Pub 1 is distributed to resident students of the Joint and Combined Staff Officer School, the JPME Phase II Senior Course, and the Joint Command, Control, and Information Warfare School; attendees at the Joint Planning Orientation Course; the Joint Staff; the military Service headquarters; the unified commands and their Service component commands; the subordinate unified commands; and the National Defense University. Many commands and agencies have elected to attach their needs to the initial JFSC contract. The publication is available on the JFSC homepage and in the Joint Electronic Library (JEL) at www.dtc.mil/doctrine/jel. Other commands, agencies, schools, and individuals may purchase copies of Pub 1 through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402.

Preface

Purpose and Perspective

The Joint Staff Officer's Guide, JFSC Pub 1, is to be a single, useful volume to help you understand joint and multinational operational planning. It provides the basic fundamental principles of both joint and multinational operations along with the complexities of the interagency. JFSC Pub 1 does not stand alone; it is a textbook to supplement the instruction of the Joint and Combined Staff Officer School at the Joint Forces Staff College. Joint and service doctrine should be referred to for official guidance.

Pub 1 is a compendium of the many references used by the joint staff officer. References listed in each chapter should be consulted for the most current and accurate procedures and policies. Its organization and content were selected to offer;

- a. the big picture of the complex system of joint and multinational operational planning used by the U.S. military;
- b. an introduction to joint, multinational and interagency organizations and their command relationships;
- c. a description of the tools and responsibilities of action officers on a joint staff;
- d. references and detailed guides that give the joint staff officer a place to turn for additional material.

Pub 1 offers a view of all players in the planning community that helps you to better understand the entire process and thus, your role in it. We will outline the processes and cite references so that the serious student can go to the source for an in depth discussion of an issue.

The JFSC Perspective

Planning for joint forces is a team effort, and that team must be carefully balanced. The staff comes from the represented Services and brings not only Service doctrine but also the technical expertise from a range of functional areas within the Services. The ultimate purpose of staff officers is to make sound recommendations to a commander and then clearly communicate the commander's decision to the chain of command. This publication has been developed to help members of a joint staff work more effectively as action officers, understand the joint planning process, and interpret and prepare products of the planning process.

ACKNOWLEDGEMENTS

The efforts of many fine professionals in the staff and faculty of the Joint Forces Staff College produced this 2000 year edition of JFSC Pub 1. I wish especially to commend the following individuals for their superb cooperation, and time and effort to bring this publication to print:

Consultants:

Col. John Stull, USMC
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Ms. Katherine Smith, Layout Illustrator and Chief Coordinator

All have my sincere thanks.



Stephen H. Ries, Captain, USN (Ret)
JFSC Pub 1 Editor

JOINT SERVICE SCHOOLS



NATIONAL DEFENSE UNIVERSITY

The National Defense University (NDU) was established by the Department of Defense on 16 January 1976. The four institutions of NDU, the National War College, the Industrial College of the Armed Forces, the Information Resources Management College (colocated at Fort McNair, Washington, D.C.), and the Joint Forces Staff College (JFSC) in Norfolk, Virginia, along with the Institutes for National Strategic Studies and Higher Defense Studies, ensure excellence in professional military education and research for national security. The university was created in response to recommendations made by the DOD Committee on Excellence in Education, and is the senior joint educational institution operating under the direction of the Chairman of the Joint Chiefs of Staff.



THE NATIONAL WAR COLLEGE

The National War College (NWC), one major component of the National Defense University, is a unique military education institution. The National War College conducts a senior-level course of study in national security strategy to prepare selected military officers and federal officials for high-level policy, command, and staff responsibilities. NWC focuses on national security policy and military strategy and emphasizes a joint and interagency perspective. Reflecting this emphasis, the student body is composed of equal representation from the land, sea (including Marine and Coast Guard), and air Services, with the remaining quarter of the class drawn from the various civilian federal departments and agencies. NWC awards its graduates a Master's Degree in National Security Strategy, and provides full coverage of the joint professional military education to satisfy the requirements for Joint Specialty Officers.



INDUSTRIAL COLLEGE OF THE ARMED FORCES

The Industrial College of the Armed Forces (ICAF) is a major component of the National Defense University. It is the only senior Service college dedicated to the study of management of resources for national security. The ICAF mission is to prepare selected military officers and civilians for senior leadership and staff positions by conducting post-graduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition, and its integration into national security strategy for peace and war. ICAF furnishes the Senior Acquisition Course for the acquisition personnel on behalf of the Defense Acquisition University (DAU). ICAF awards its graduates a Master of science degree in National Resource Strategy, and provides full coverage of the joint professional military education to satisfy the requirements for Joint Specialty Officers.



INFORMATION RESOURCES MANAGEMENT COLLEGE

The Information Resources Management College (IRMC) is the capstone institution for Defense IRM education. As such, it offers graduate-level courses in information resources management. The college prepares senior Department of Defense officials for joint management of the information resource component of national power and its integration with, and support to, national strategy. Primary areas of concentration include business process reengineering, IRM policy, information technology, and acquisition reform.



JOINT FORCES STAFF COLLEGE

The Joint Forces Staff College (JFSC) was established on 13 August 1946 as the Armed Forces Staff College, a joint educational institution operating under the Joint Chiefs of Staff. The college is composed of three schools, the Joint and Combined Staff Officer School (JCSOS), Joint and Combined Warfighting School (JCWS), and the Joint Command, Control, and Information Warfare School (JCIWS). The JCSOS and JCWS offer JPME Phase II education for Joint Specialty Officer nominees. The JCSOS and JCWS focus on joint and combined operations planning (integration of air, land, and naval forces) with emphasis on strategic deployment, joint employment, sustainment, and the synchronization of forces. The curriculum is designed to promote a spirit of cooperation and understanding that is critical to joint and combined warfighting. The JCIWS deals with facets of command and control, communications, operations, and countermeasures, and with information warfare.



The Joint Forces Staff College

History

In the 1930s few officers were qualified to engage in joint or combined operations. The demands of World War II highlighted the shortfall of not having trained officers who could easily plan for joint and combined actions by ground, sea, and air forces. To overcome this shortfall and to alleviate the friction and misunderstanding resulting from the lack of joint experience, the Joint Chiefs of Staff established an Army-Navy Staff College (ANSCOL) in 1943. ANSCOL conducted four-month courses to train officers for joint command and staff duties.

In the mid-1940s, a joint military committee prepared a directive for a new school. This directive was approved on 28 June 1946 and established the Armed Forces Staff College (AFSC) as the primary military institution to train officers assigned to joint and combined duty. Responsibility for the operation and maintenance of its facilities was charged to the Chief of Naval Operations. Following a temporary residence in Washington, D.C., AFSC was established in Norfolk, Virginia, on 13 August 1946 on the site of a former U.S. Naval Receiving Station. The faculty was composed of officers with joint experience in all theaters of World War II. There were 150 students in the first class, which began on 3 February 1947. The college conducted two classes of about six months' duration each year.

In a period of growth in size and prominence, classes were expanded to include civilian students from DOD agencies and officers from allied nations to further promote the joint and combined experience. With the construction of Normandy Hall in 1962, the college completed its transition from a temporary to a permanent institution, and became part of the National Defense University on 12 August 1981.

In 1978, the college assumed responsibility for teaching the Joint Command, Control, and Communications Staff and Operations Course, and the formation of two schools within the college began. The Joint and Combined Staff Officer School (JCSOS) accommodated the original charter of the college, while the Joint Command, Control, and Electronic Warfare School (JCEWS) accepted responsibility for this additional course plus two more: the Joint Electronic Warfare Staff Officer Course in 1982 and the Joint Command, Control, and Communications Countermeasures Staff Officer Course in 1989. With continued revision of joint doctrine in the late 1990's, this school's focus expanded to encompass Information Warfare in 1997 and became the Joint Command, Control and Information Warfare School (JCIWS) offering courses in IW and C4I planning.

Until 1990 the JCSOS continued to graduate two classes of about six months duration each year. In July 1990, the college adjusted its program to comply with Congressional requirements for joint professional military education and began a two-level curriculum to furnish Phase II joint education for Joint Specialty Officer nominees. Intermediate-level officers completed a nine-week course and interacted with those in an associated five-week course for senior-level officers. In the summer of 1991, the 9-week intermediate program was expanded to 12 weeks, and decoupled from the 5-week senior program. In 1994, the senior program expanded from 5 to 12 weeks.

The college celebrated its 50th anniversary on August 13, 1996. On September 10, 1999, it opened a new electronic, state-of-the-art library and wargaming center in the newly constructed Okinawa Hall. In late 2000 legislative action changed the name of the college from the Armed Forces Staff College to the Joint Forces Staff College (JFSC).

Mission

To educate staff officers and other leaders in joint operational-level planning and warfighting in order to instill a primary commitment to joint, multinational, and inter-agency teamwork, attitudes, and perspectives.

Vision

The Joint Forces Staff College will be the center of excellence for joint, multinational, and interagency education in operational-level planning and warfighting.

Guiding Principles

1. Commitment to quality education
2. Primacy of the classroom
3. Collaboration not competition
4. Academic Freedom
5. Human Dignity
6. Personal and professional growth
7. Highest professional standards
8. Highest standards of integrity



Insignia

The red of the shield symbolizes the Army, the silver the Air Force, and the blue the Navy. The nebuly lines link the three military departments into an inseparable whole. The torch is a symbol of leadership showing the way; the book is a symbol of scholastic work; the wreath represents achievement. The scarlet circle bearing the name of the college is symbolic of a sword belt, indicating that only officer personnel attend the college.

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