

## OPERATIONS

### USEUCOM Theater Command and Control Policy

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1. **Summary.** This directive announces policy, assigns responsibilities, and directs actions related to the organization and execution of theater command and control (C2).
2. **Applicability.** This directive applies to the USEUCOM Plans and Operations Center (EPOC), all HQ USEUCOM Directorates and Staff Offices, USEUCOM Component Commands, and both assigned and attached forces, and joint force headquarters established under the authority of the Commander, USEUCOM.
3. **Authority.** The authority of combatant commanders is specified in Title 10 of United States Code, Section 164(c)(1), which provides that, unless otherwise directed by the President or the Secretary of Defense, the authority, direction, and control of the commander of a combatant command with respect to the commands and forces assigned to that command include the following command functions:
  - a. Giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics;
  - b. Prescribing the chain of command of the commands and forces within the command;
  - c. Organizing commands and forces within that command as he considers necessary to carry out missions assigned to the command;
  - d. Employing forces within that command as he considers necessary to carry out mission assigned to the command;
  - e. Assigning command functions to subordinate commanders;
  - f. Coordinating and approving those aspects of administration and support ( including control of resources and equipment, internal organization, and training) and discipline necessary to carry out missions assigned to the command; and
  - g. Exercising the authority with respect to selecting subordinate commander, selecting combatant command staff, suspending subordinates, and convening courts-martial, as provided in other sections of the title.
4. **Internal Control Systems.** This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program.

5. **Suggested Improvements.** The EPOC Director, US European Command, is the proponent for this publication. Suggested improvements should be forwarded to the EPOC Joint Training, Readiness, and Exercise Division.

6. **References.** See Appendix Z.

7. **Explanation of Terms**

a. Commander, USEUCOM (CDRUSEUCOM) refers to the individual who commands the US European Command.

b. USEUCOM refers to the US European Command to include all assigned and subordinate headquarters and forces.

c. Headquarters, USEUCOM (HQ USEUCOM) refers to the headquarters staff of the Commander, USEUCOM, at Patch Barracks, Germany, and other locations.

d. USEUCOM Plans and Operations Center (EPOC) refers to the operational headquarters of CDRUSEUCOM, an element of HQ USEUCOM.

e. Joint force commander (JFC) is a general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force, not to be confused with US Joint Forces Command (JFCOM).

f. A joint force headquarters (JFHQ) for the purposes of this directive, is a headquarters of a joint force commander or the headquarters of a functional component of a joint force. These headquarters include HQ USEUCOM operating as CDRUSEUCOM's joint force headquarters, joint task force headquarters, and joint force functional component command headquarters.

Note: Functional components do not constitute a joint force, but rather are components of a joint force. This does not preclude, however, the delegation of OPCON of specific forces to the commander of a functional component.

g. For explanations of other terms see Appendix Y.

8. **Policies and Responsibilities.** See Appendix B.

9.

**Procedures.** Executive Agent for theater command and control policy and procedures is the EPOC Director. The office of primary responsibility (OPR) for this directive is the Joint Training, Readiness, and Exercises Division. See Appendix A for General Information. For additional procedures, see Appendix C and the USEUCOM Electronic Tactics, Techniques, and Procedures (ETTP), which can be accessed from the HQ USEUCOM SIPRNET web site home page.

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## Appendix A

GENERAL INFORMATION

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1. **Purpose.** USEUCOM joint forces must be able to readily form, execute, and manage a wide variety of operations under diverse conditions for deliberate military actions and in response to crisis situations within the USEUCOM area of responsibility (AOR). For this purpose, CDRUSEUCOM maintains the USEUCOM Plans and Operations Center (EPOC) at HQ USEUCOM, and has designated various on-call joint task force headquarters and functional component headquarters, as specified in this directive, to rapidly adapt the theater joint command and control architecture to direct, task, and manage joint operations. This directive states CDRUSEUCOM's policies for conventional theater C2 and options for the organization of the joint C2 structure. Nuclear command and control (NC2) operations and procedures are contained in CDRUSEUCOM emergency action procedures (EAP) documents and are not addressed herein. The EPOC-Joint Nuclear Operations Center (JNOC) conducts nuclear C2 for CDRUSEUCOM.
2. **Requirement.** CDRUSEUCOM requires a flexible, joint, C2 capability that ensures unity of command, functions in both multi-national and unilateral environments, and provides the following capabilities:
  - a. Ability to command and control assigned forces engaged in multiple, simultaneous, dissimilar operations;
  - b. Ability to centralize or decentralize command and control planning and execution, as appropriate to the mission, forces available, and phase of the operations;
  - c. Ability to project command throughout the area of responsibility (AOR);
  - d. Ability to participate in inter-agency coordination, planning, and execution; and
  - e. Ability to integrate reachback and support for all operations.
3. **Missions.** JP 3-0, *Doctrine for Joint Operations*, distinguishes between war and military operations other than war (MOOTW).<sup>1</sup>
  - a. War is characterized as large-scale, sustained combat operations to achieve national objectives or protect national interests and can encompass a variety of operations that also occur as MOOTW, for example, the protection of lines of communication.

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<sup>1</sup> MOOTW operations include: arms control; combating terrorism; Department of Defense support to counter-drug operations; enforcement of sanctions/maritime intercept operations; enforcing exclusion zones; ensuring freedom of navigation and over-flight; humanitarian assistance; military support to civil authorities; nation assistance/support to counterinsurgency; noncombatant evacuation operations; peace operations; protection of shipping; recovery operations; show of force operations; strikes and raids; and support to insurgency (JP 3-07)

b. MOOTW may be conducted in permissive, uncertain, or hostile environments. USEUCOM plans require the command to be prepared to perform the following MOOTW:

- (1) Counter terrorism operations.
- (2) Counter-proliferation of weapons of mass destruction,
- (3) Protection of lines of communications,
- (4) Peace operations,
- (5) Recover, protection, and evacuation of nuclear weapons,
- (6) Non-combatant evacuation operations,
- (7) Foreign humanitarian assistance and disaster relief operations,
- (8) Consequence management operations, and
- (9) Theater missile defense operations.

b. For either War or MOOTW, CDRUSEUCOM may be either the supported commander executing the mission, or a supporting commander to another COCOM. The role of supporting commander can be as demanding as supported commander, requiring a robust and responsive command and control structure.

#### 4. **Fundamentals of USEUCOM Command Relationships**

a. Unity. Sound organization provides unity of command, centralized direction, parallel planning, and decentralized execution.

(1) Unity of command means all forces operate under a single commander with the requisite authority to direct all forces employed in pursuit of a common purpose. Unity of command is the foundation for trust, coordination, and teamwork necessary for unified action and requires clear delineation of responsibilities among commanders up, down, and laterally.

(2) Centralized direction and collaborative parallel planning require that CDRUSEUCOM have a capable planning and operations activity that shares a common information environment with theater commanders, staffs, and forces.

(3) Decentralized execution requires USEUCOM commanders to delegate authority commensurate with the responsibilities delineated and allow the subordinate commander to exercise those authorities.

b. Trust. Unity of command requires commanders to delegate appropriate authority and allow the subordinate commander to exercise that authority. HQ USEUCOM is a strategic command that must integrate the political dimensions of operations with the operational and tactical level of war. HQ USEUCOM defines the tasks necessary to meet the nation's objectives and then enables subordinate and supporting commanders to accomplish those tasks.

c. **Presence.** Command and control require effective relationships at all levels: nation - nation; superior - subordinate; supporting - supported. It is generally too late after the crisis begins to build these relationships and establish the level of trust and confidence that will ensure support, access to crisis areas, and freedom of action. USEUCOM creates and nurtures habitual relationships today so that they are in place and effective when they are required.

d. **Flexibility.** The operational environment continually presents new challenges with new configurations of participants. Doctrine offers a variety of organizational responses and allows maximum creativity in meeting these challenges. USEUCOM plans and prepares in order to be agile and adaptive.

e. **Experience.** Practice builds knowledge, confidence, and trust. Collective training is the key. In exercises and other training events, USEUCOM practices operating across the horizontal, vertical, and functional seams of its command relationships.

5. **Overview.** This edition of ED 55-11 encompasses two parts. This document details USEUCOM theater C2 policy, responsibilities, and persistent guidance. The USEUCOM Electronic Tactics, Techniques, and Procedures (ETTP), a web-based extension of this document, covers theater C2 procedures, both directive and exemplary. The policies and responsibilities for ETTP are detailed in Appendix C.

## Appendix B

POLICY

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**1. USEUCOM Joint Force Organization**

a. Options for C2 structures. The creation or adaptation of a C2 structure to mission requirements consists of conveying authorities, assigning tasks, and establishing organizations. Joint doctrine defines options available to CDRUSEUCOM and provides the common vocabulary for discussing them.

b. Levels of Authority. The JP 0-2, *Unified Action Armed Forces (UNAAF)*, defines the levels of authority to include four types of command relationship.

(1) Combatant command (Command Authority) (COCOM) is the command authority over assigned forces vested only in the commanders of combatant commands and cannot be delegated or transferred. COCOM provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. For example, COCOM authority includes budget authority, assignment of subordinate commanders, relations with DOD agencies, courts-martial, and directive authority for logistics, as well as the authorities of operational control and tactical control.

(2) Operational control (OPCON) is the command authority that may be exercised by commanders at any echelon at or below the level of combatant command to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON is inherent in COCOM and may be delegated within the command. The President, having determined that it is prudent or advantageous, may place appropriate US forces under the OPCON of a non-US commander for alliance or coalition operations. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. OPCON also conveys the authority to exercise or delegate both OPCON and Tactical Control, direct all military operations and joint training, organize and employ commands and forces, establish plans and requirements for intelligence, surveillance, and reconnaissance activities, establish support relationships among subordinates, and designate coordinating authorities.

(3) Tactical control (TACON) is the command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish assigned missions or tasks. TACON is inherent in OPCON and may be delegated to and exercised by commanders at any echelon at or below the level of combatant command and may be assigned to a non-US commander for alliance or coalition operations.

(4) Support is a command authority relationship established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at or below the level of combatant command. Unless limited by the establishing commander, the supported

commander will have authority to exercise general direction of the supporting effort. The supporting commander determines the forces, tactics, methods, procedures, and communications to be providing the support.

(5) JP 0-2 also defines three other authorities outside command relationships: administrative control, coordinating authority, and direct liaison authorized.

(a) Administrative control (ADCON) is the direction or exercise of authority over subordinate or other organizations with respect to administration and support. ADCON is synonymous with the administrative and support responsibilities identified in Title 10, USC. ADCON is subject to the command authority of combatant commanders.

(b) Coordinating authority is the authority delegated to a commander or individual for coordinating specific functions and activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same Service. Coordinating authority may be exercised by commanders at any echelon at or below the level of combatant command. Coordinating authority is a consultation relationship between commanders.

(c) Direct liaison authorized (DIRLAUTH) is that authority granted by a commander at any level to a subordinate to directly consult or coordinate an action with a command or agency within or outside the granting command.

c. Tasks

(1) The *Universal Joint Task List (UJTL)* serves as a common language and common reference system for joint force commanders, combat support agencies, operational planners, combat developers, and trainers to communicate mission requirements. The UJTL describes tasks organized to be consistent with the levels-of-war hierarchy: Strategic National (SN), Strategic Theater (ST), Operational (OP), and Tactical (TA).

(2) These levels of war generally track with the levels of authority defined above. The listing of a task in the UJTL under a given level of war indicates that the task is generally, but not necessarily, associated with the commensurate level of authority. The hierarchy of UJTL tasks provides a point of departure for commanders and planners to dynamic assign tasks within the USEUCOM command and control structure.

(3) ED 55-29, Appendix D, describes the processes for the development of joint mission essential task lists (JMETL) and supporting task lists from mission analysis using the UJTL language.

d. Organizations. Joint force commanders have authority to organize forces and establish joint headquarters to best accomplish the assigned mission. The unified commander may adopt a command structure using combinations of the following six organizational options defined in the *UNAAF*<sup>2</sup>:

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<sup>2</sup> “These options do not in any way limit the commanders’ authority to organize their forces as they see fit.” (JP 0-2)

(1) Subordinate unified commands on a geographic area or functional basis with functions and responsibilities similar to, but more limited than, those of unified commanders and OPCON of assigned forces<sup>3</sup>.

(2) Joint task forces (JTF) established on a geographical area or functional basis for the OPCON of assigned forces, when the mission has a specific limited objective and does not require overall centralized control of logistics.

(3) Functional components of a unified command or JTF, when forces from two or more Military Departments must operate in the same dimension or medium or there is a need to accomplish a distinct aspect of the assigned mission beyond the span of control of the joint force headquarters; e.g. land operations, air operations, maritime operations, and special operations.

(4) Service components required for joint forces to provide administrative and logistic support, and, when required by the joint force commander, to conduct operations when stability, continuity, economy, ease of long-range planning, and the scope of operations dictate organizational integrity of Service forces.

(5) Single-service task forces under the control of a joint commander or, more normally, assigned to a Service component.

(6) Direct control of specific operational forces that, because of the mission assigned and the urgency of the situation, must remain immediately responsive to the combatant commander.

e. Operations in USEUCOM are often conducted within a multinational alliance or coalition. The joint organizational options above provide a template for the multinational organizational structure. Basic organizational options have area or functional orientation and single-Service or joint organization, to which are added national or multinational formations. Regardless of how the multi-national force is organized operationally, each nation furnishing forces normally establishes a national component to ensure effective administration of its forces. CDRUSEUCOM will normally establish a joint task force or service task force as the US national component in multinational operations.

f. "Boards, bureaus, offices, centers, and cells (BBOCC)" is a collective term for the variety of organizational elements that a joint force commander may employ to execute assigned functions in addition to or as alternatives to the default "J-code" staff organization.

(1) A board is a formal group of persons having managerial, supervisory, investigatory or advisory powers. Joint force commanders generally establish boards to convene on a regular periodic basis (physically or virtually) to review and provide advice on specified activities of the joint force headquarters. Boards will normally have authoritative representation from all concerned organizational elements and will have an appointed staff element to lead the generation of briefings and other program materials and coordinate agendas.

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<sup>3</sup> USEUCOM Subordinate Unified Commands historically have not been employed directly as operational headquarters; but rather as a JTF, JSOTF, etc.

(2) Bureaus and offices are two names for specialized administrative units. Joint force commanders generally establish bureaus or offices to provide continuous administration or management of a special function of the joint force headquarters. Bureau has the connotation of an interface to external activities while offices often focus on organizationally internal functions; however this distinction does not always hold. Bureaus and offices are generally operated by subject matter experts from one or more functional directorates of the headquarters.

(3) A center is the organizational element that forms the operational focal point for the assigned functions. Joint force commanders generally establish centers to collect information, manage on-going actions, oversee operations, and prepare and disseminate orders and reports. Centers are normally continuously operational with a cross-section of subject matter experts. The joint force commander may choose to delegate limited authority to the director of a center for the assigned function.

(4) A cell is the basic and usually smallest sub-element of an organization. Joint force commanders generally establish cells to handle specialized activities in support of a center or other staff element. Cells normally operate in a manner similar to centers.

## **2. Organizational Concept of Operation**

a. CDRUSEUCOM retains, through the EPOC, the joint staff, and selected staff augmentation, the capability to exercise operational command and control from his headquarters, when necessary, for example, to lead, at the four-star level, large-scale, sustained combat; to provide immediate response in a crisis while establishing the appropriate command structures; or to perform specific defined operational tasks in support of a joint or service task force.

b. CDRUSEUCOM may delegate authority and assign the tasks to provide operational command and control of a military operation to an appropriate subordinate commander of either a joint task force or a service task force. In that case, HQ USEUCOM enables that commander to accomplish the mission. CDRUSEUCOM does not delegate authority for nuclear operations. Operational command and control of special operations forces will normally be assigned to the commander of a JSOTF.

c. The EPOC is CDRUSEUCOM's organization within HQ USEUCOM for implementation of the directed Standing Joint Force Headquarters concept. CDRUSEUCOM uses the EPOC to synchronize and integrate the actions of air, land, sea, space, nuclear, and special operations forces, either directly or through subordinate commanders.

(1) The EPOC performs required theater strategic tasks, certain common operational tasks (notably in intelligence, logistics, communications, and initial operational planning), and other operational tasks in advance of the establishment of a subordinate operational headquarters. CDRUSEUCOM may also exercise operational control over specific operational forces through the EPOC. The EPOC endeavors to conduct operational planning with components and other agents collaboratively rather than sequentially.

(2) Once a subordinate headquarters is established, the EPOC Director coordinates multiple theater operations and allocates assets to ensure the success of each subordinate commander.

(3) The EPOC is permanently staffed and obtains additional support and subject matter expertise as required from other HQ USEUCOM directorates and offices (reference ED 30-38). The USEUCOM Joint Interagency Coordination Group (JIACG) is integrated into the EPOC. Supporting commands, coalition forces, and USEUCOM components provide liaison cells to represent their commands; these cells are not EPOC augmentation.

d. The next chart outlines expected command and control organizations for various operations.

Type of operation	Expected OPCON organizations
War – Large-scale, sustained combat	CDRUSEUCOM via EPOC directs functional component commanders and joint task forces
MOOTW that, due to scope or political concerns, requires a four-star command	CDRUSEUCOM via EPOC directs selected functional component commanders
Initial stages of MOOTW crisis development or small, quick reaction operations, e.g. NEO	Option 1: CDRUSEUCOM via EPOC to specific operational forces Option 2: Delegate to Component Commander
MOOTW with time to prepare and with the prospect of enduring operations	Option 1: Joint task force established, supported by one or more functional component commanders when the force structure warrants and required by the JTF commander. Option 2: Service task force established when the operation will be conducted exclusively by forces of a single Service.
All operations	Service component commanders will establish Service Component HQ (ARFOR, NAVFOR, AFFOR, MARFOR) to provide necessary support for operational and tactical headquarters and forces in the operations when warranted by the Service's participation in the joint force. SOCEUR will establish SOF component HQ when needed to support operational and tactical headquarters and forces in the operations. Other than for employment of single-Service task forces, Service component commanders do not normally exercise operational control.

e. CDRUSEUCOM and subordinate joint commanders may establish BBOCCs to accomplish requisite cross-functional planning and coordination.

(1) The Joint Control Board (JCB), a decision-making body comprised of CDRUSEUCOM and his subordinate commanders, is the only CDRUSEUCOM-required board. This is a standing board that meets daily via VTC during normal operations.

(2) Other BBOCCs should be established only when that choice is the most effective mechanism to accomplish the assigned function or activity. The ETTP provides procedures for the most common BBOCCs for USEUCOM operations. At HQ USEUCOM, CDRUSEUCOM has established a number of standing centers, for example, the Joint Operations Center and its Intelligence Operations Center, Consolidated Reconnaissance Center, and Network Operations Security Center and establishes other BBOCCs as required, such as the Joint Logistics Operations Center, Joint Movements Center, Joint Targeting Control Board, or Counter-Terrorism Executive Board.

f. The ability to project C2 to locations across the AOR is a fundamental requirement for the USEUCOM C2 system. Electronic contact is increasingly employed; however, it cannot fully replace personal contact in working with ambassadors, coalition military leaders, and host nations during crises. CDRUSEUCOM has the following graduated response options for establishing an on-scene presence.

(1) USEUCOM Survey and Assessment Team (ESAT). The ESAT is a standing organization employed by CDRUSEUCOM to respond in a crisis or potential crisis, quickly, efficiently, and with a low military signature. SOCEUR is the functional command responsible to CDRUSEUCOM to organize, train, and deploy the ESAT during the initial stages of a crisis. In a developing crisis, the ESAT conducts military assessments along with limited surveys as a key part of the political-military planning and coordination process. CDRUSEUCOM has tasked Commander, SOCEUR, to maintain the capability to deploy an ESAT within six hours of notification. The ESAT leader, normally an O-4/O-5, has authority to coordinate with US forces in the area of the crisis. The EPOC operational planning team or crisis response planning team recommends the deployment of an ESAT. CDRUSEUCOM may either retain OPCON of the ESAT or delegate OPCON to a joint task force commander. ESAT responsibilities and procedures are defined in ED 55-4.

(2) Humanitarian Assistance Survey Team (HAST). The HAST is an alternative to the ESAT to assess requirements for humanitarian assistance and disaster relief operations. The EPOC operational planning team or crisis response planning team recommends the deployment of a HAST. The HAST will normally deploy in concert and coordination with a US AID Disaster Assistance Survey Team. Personnel for the HAST and deployment support are normally provided through a lead component, augmented by other components and SOCEUR, and, when possible, includes members of the task force or joint task force that would conduct operations. Once deployed, HAST functions are similar to those of the ESAT, focusing on humanitarian assistance. The HAST can be configured to be the advanced element of a task force or joint task force.

(3) Joint Enabling Teams (JET). The JET is an evolution of the Deployable Joint Task Force Augmentation Cell (DJTFAC). The JET is a configurable team of EPOC and other HQ USEUCOM staff prepared to deploy in support of a joint task force commander or as a USEUCOM forward element staff within 24 to 36 hours of notification. The JET will normally consist of selected key planners who have been engaged in the crisis planning effort, augmented by functional experts drawn from within the EPOC and HQ USEUCOM staff. When necessary, the team may also be augmented by personnel from component commands. The EPOC Director will establish a list of potentially required JET posts and task appropriate organizations to identify personnel to fill those posts. Tasked organizations will identify a primary and two

alternate individuals for each assigned JET post and ensure that they receive appropriate training and equipment for rapid deployment to forward JTF locations. The JET will deploy under a CDRUSEUCOM order that will specify the purpose and duration of the deployment. Receiving commanders employ the JET to enhance their operation, may release JET members early when no longer required, and may request CDRUSEUCOM to extend selected JET members required for the success of the mission. The continuous involvement of theater staffs in collaborative operational planning will reduce the requirement to deploy a JET; however, when required, the JET serves as a key enabler, allowing the subordinate commander to form his staff and establish linkages to HQ USEUCOM more rapidly, while planning continues unabated.

(4) USEUCOM Forward Element (EUCOM FWD). The EUCOM FWD concept expands upon the ESAT, HAST, and JET concepts for circumstances that require an on-scene general or flag officer prior to the designation of a task force commander. EUCOM FWD staff is initially provided by the ESAT, a HAST, a JET, or a combination of these. HQ USEUCOM will be able to deploy a EUCOM FWD within 24-36 hours of notification. The EUCOM FWD leader is the direct representative of CDRUSEUCOM for the circumstances specified in the deployment order. The EUCOM FWD role may evolve from assessment, to coordination, to on-scene command in transition into a joint task force. Once CDRUSEUCOM assigns operational authority for a mission to a task force commander, CDRUSEUCOM may either recall EUCOM FWD or transfer OPCON of EUCOM FWD to the joint task force commander. In the case of transfer of OPCON, the transfer of authority order will address the disposition of staff provided by the ESAT, HAST, or JET.

(5) Joint Task Force or Service Task Force. Task forces are the primary means for projecting on-scene command within the theater. Task forces are established to delegate effort, allow concentration on a specific task, as well as to provide on-scene command presence. The HQ of a geographic task force normally establishes a forward presence in the area of operations while fully exploiting capabilities to reach back for support from a task force main or rear element, Service or Joint HQ, to include HQ USEUCOM. CDRUSEUCOM designates a joint task force commander to exercise OPCON over attached forces for a specified task. Joint task force HQ must be prepared to deploy to and operate from both land and sea-based locations based on operational requirements. Rear area staging and support bases must be appropriate to support forward operations. Undue redundancy of HQ capabilities and functions is to be avoided. The JTF commander reports directly to CDRUSEUCOM or to the establishing commander in the case of subordinated JTFs. CDRUSEUCOM will normally task a Service component commander to establish a Service task force for a single-Service force and a specified mission. Service task force commanders normally report through the Service component commander to CDRUSEUCOM, but may be assigned directly to CDRUSEUCOM when required.

(6) Airborne Command Post (ABNCP). The ABNCP mission is conducted by EPOC-NC2 personnel. The ABNCP operates within the USEUCOM AOR. The USEUCOM ABNCP is capable of conducting NC2 for theater non-strategic nuclear forces (NSNF), including dual capable aircraft and TLAM-N capable fast attack submarines. To support the NC2 mission, the USEUCOM ABNCP employs theater unique NC2 procedures, cipher materials, and communications systems. OPORD 4339-02 implements the concept of operations and tasks that enable the USEUCOM ABNCP to accomplish the non-strategic nuclear forces NC2 mission. The plan directs HQ USEUCOM to maintain a Survivable Mobile Command Center (SMCC) in

order to support U. S. national and USEUCOM nuclear command and control requirements. It further provides direction and guidance to component commanders to support ABNCP operations by detailing base support requirements.

(7) USEUCOM Liaison Cell (ULC). When directed, members of the JNOC deploy to SHAPE at Mons, Belgium, to support NATO operations. ULC operations are delineated in CDRUSEUCOM emergency action procedures documents.

g. Effective command and control requires integrated, interoperable C2 systems. In implementing a collaborative information environment (CIE) with planning and execution procedures, USEUCOM must ensure that all joint and Service headquarters (to include the ESAT, HAST, JET, EUCOM FWD, ABNCP, ULC, as well as Service and functional component HQs) and supporting agencies are included within the secure virtual information grid to provide continuous information exchange among distributed and deployed C2 elements.

### **3. Command Responsibilities**

a. USEUCOM Service Component Commanders train and equip forces to meet CDRUSEUCOM and Service readiness requirements; conduct theater security cooperation; and, for Commander, USNAVEUR, Commander, USAFE, and, on a rotational basis, Commander, USAREUR, lead NATO Commands. Component Commanders will prepare to provide JTF commanders and functional component commanders up to the three-star level, to organize and support commensurate JFHQs, and to provide service task forces and service component command headquarters, as listed in the following table.

b. Commander, SOCEUR, trains and exercises attached forces; conducts theater security cooperation; and conducts activities related to the war on terrorism. Commander, SOCEUR, will prepare to provide commanders and commensurate JFHQs for a joint forces special operations component and for geographic and functional JTFs as listed in the following table.

c. HQ USEUCOM will nominate joint force commanders to CDRUSEUCOM based on the specific capabilities required of forces and staffs. These capabilities make potential joint force commanders more likely to be chosen for certain missions than others. Simultaneous missions and varying force availability, however, require all potential joint force commanders to prepare for a broad range of employability. HQ USEUCOM will allocate joint training resources for joint force commanders and headquarters based on the requirements and priorities in the annual CDRUSEUCOM training guidance and schedule them in accordance with ED 55-29.

Commander	US C2 Responsibilities	Other Theater Responsibilities <sup>5</sup>
Commander USEUCOM	<ul style="list-style-type: none"> <li>• Regional Combatant Commander</li> </ul> <i>Provide:</i> <ul style="list-style-type: none"> <li>• EPOC</li> <li>• Joint Enabling Teams</li> <li>• EUCOM Forward</li> <li>• ABNCP and ULC</li> <li>• HAST</li> </ul>	<ul style="list-style-type: none"> <li>• Supreme Allied Commander for Operations (SACO) (NATO)</li> </ul>
Commander USAREUR	<ul style="list-style-type: none"> <li>• Theater US Army Forces Commander – COMARFOR</li> </ul> <i>Provide:</i> <ul style="list-style-type: none"> <li>• O-9 Commander and HQ for JTF or JFLC</li> <li>• O-8/7 Commander and HQ for JTF or JFLC</li> <li>• Operational level COMARFOR</li> <li>• HAST</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Command, Centre (NATO) (Rotational)</li> <li>• Conduct Security Cooperation</li> <li>• Army Service Component Commander <ul style="list-style-type: none"> <li>• Train and equip forces</li> </ul> </li> </ul>
Commander USNAVEUR	<ul style="list-style-type: none"> <li>• Theater US Navy Forces Commander – COMNAVFOR</li> </ul> <i>Provide:</i> <ul style="list-style-type: none"> <li>• O-9/8 Commander and HQ for JTF, JFMC or JFAC (Fleet or Battle Group)</li> <li>• O-7 Commander and HQ for JTF or JFMCC (ESF or ESG)</li> <li>• Operational level COMNAVFOR</li> <li>• HAST</li> </ul>	<ul style="list-style-type: none"> <li>• CINCSOUTH (NATO)</li> <li>• Conduct Security Cooperation</li> <li>• Navy Service Component Commander <ul style="list-style-type: none"> <li>• Train and equip forces</li> </ul> </li> </ul>
Commander USAFE	<ul style="list-style-type: none"> <li>• Theater US Air Forces Commander – COMAFFOR</li> </ul> <i>Provide:</i> <ul style="list-style-type: none"> <li>• O-9 Commander and HQ for JTF or JFAC</li> <li>• O-8/7 Commander and HQ for JTF or JFAC</li> <li>• Operational level COMAFFOR</li> <li>• HAST</li> </ul>	<ul style="list-style-type: none"> <li>• COMAIRNORTH (NATO)</li> <li>• Conduct Security Cooperation</li> <li>• Air Forces Service Component Commander <ul style="list-style-type: none"> <li>• Train and equip forces</li> </ul> </li> </ul>
Commander MARFOREUR	<ul style="list-style-type: none"> <li>• Theater USMC Forces Commander – COMMARFOR</li> </ul> <i>Provide support to source:</i> <ul style="list-style-type: none"> <li>• O-7/9 Commander and HQ for JTF or JFLC (MEF or MEB)</li> <li>• Operational level COMMARFOR</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Security Cooperation</li> <li>• Marine Corps Forces Service Component Commander <ul style="list-style-type: none"> <li>• Train and equip forces</li> </ul> </li> </ul>
Commander SOCEUR	<i>Provide:</i> <ul style="list-style-type: none"> <li>• O-7 Commander and HQ for JFSOC</li> <li>• O-7/6 Commander and HQ for JTF or JSOTF</li> <li>• ESAT</li> </ul>	<ul style="list-style-type: none"> <li>• SOF Planning Staff for HQ USEUCOM (ECSO)</li> <li>• Conduct Security Cooperation</li> <li>• Train and equip forces</li> </ul>

<sup>4</sup> The “Other Theater Assignments” column lists, for information only, assignments from a variety of sources.

#### 4. Service Component Supporting Plan and Procedural Responsibility

a. Component commands with responsibility to establish a JTF or functional component command will develop supporting plans and procedures that comply with this directive and JP 5-00.2, *Joint Task Force Planning Guidance and Procedures*. These plans will address:

(1) Component responsibilities and manning requirements to function as either the lead or a supporting component. These plans will highlight those positions and tasks necessary to facilitate the initial establishment of a JTF and ensure a rapid and smooth transition of control from CDRUSEUCOM to the JTF commander.

(2) Integration and exploitation of joint force capabilities when and where they benefit the JTF commander.

(3) Joint Universal Lessons Learned (JULLS) and Joint After-Action Reporting System (JAARS) from completed and ongoing JTFs.

(4) Maintenance of a component-based JTF that incorporates:

(a) Self-assessment programs that review, as a minimum, higher headquarters guidance, mission, and objectives, force requirements, command and control arrangements, and safety procedures.

(b) Personnel rotation policies that ensure initial and follow-on battle-rostered personnel (personnel pre-designated by name or position to fill specific joint manning document positions) are trained and current in duties to be performed.

(c) Tracking of battle-rostered personnel by position to ensure readiness.

b. Component commanders must conduct, as a minimum, an annual review of their Joint Manning Documents. This review must be documented in a memorandum to ECJ1, who will post the date reviewed on the web site.

c. Each component commander responsible for sourcing a JTF HQ is responsible for developing a JTF HQ communications support cell equipped and staffed to provide the component-based JTF HQ with the minimum-essential C4I capability needed to support a deployed JTF HQ.

(1) Communication packages are organized to support a JTF Assessment Team, a JTF Advance Echelon, and a JTF HQ. CDRUSEUCOM also may task Components provide communications support to the JET, ULC, or EUCOM Forward. Communications packages will be enabled by the Deployable Joint C2 (DJC2) when fielded.

(2) Because of short timelines inherent in the deployment of the JTF Assessment Teams and Advance Echelons in crises, components will plan to use organic units and equipment for those teams. Advance Echelon and Main Body JTF HQ should be supported by cross-functional, multi-component communication packages.

(3) Due to the extensive composition of JTF HQs communication support cells, components will develop and coordinate personnel and equipment requirements with other USEUCOM components to provide each JTF HQ full joint C4I capability.

(4) HQ USEUCOM ECJ6 can assist Components in identifying the communications systems, networks, configuration, COMSEC support, and personnel needed to fulfill C4I interoperability requirements between the JTF HQ and the EPOC.

d. The guidance in this directive serves as a minimum requirement. Component commands are encouraged to develop additional Standard Operating Procedures or supplement this document as desired to ensure rapid standup of a JTF.

## 5. Establishing Subordinate Joint Force Headquarters.

### a. Role of HQ USEUCOM Staff in Joint Force HQ Formation

#### (1) Crisis Action Planning (Reference h.)

(a) Phase I (Situation Awareness). During the initial stages of a potential or pending crisis requiring military intervention, the EPOC will normally activate an Operational Planning Team (OPT) to begin mission analysis and course of action (COA) development. When the OPT is activated, designated JET members and Component liaison officers will participate in the OPT to support continuity of planning at the HQ USEUCOM and subordinate HQ. A USEUCOM assessment team (ESAT, HAST) may be dispatched at this time. The OPT will draft the Commander's assessment report to the Chairman, JCS, detailing the nature of the crisis, the forces readily available, major constraints to possible force employment, and actions taken, if any, within existing rules of engagement (ROE). The combatant commander's report will contain a discussion of various COAs under consideration. Included in the COAs will be specific options for the operational command and control structure to include the operational functions to be performed by HQ USEUCOM and those to be performed by subordinate C2 elements (ESAT, HAST, EUCOM FWD, JTF HQ, Functional Component HQ, TF HQ). If required, the subordinate C2 structure (EUCOM FWD or JTF HQ) can be established at this time.

(b) Phase II (Planning) begins with SECDEF direction to develop military COAs. This normally is in the form of a CJCS alert or planning order. If not already established, the subordinate C2 structure may be activated for planning, or if time-sensitive, for execution. The OPT, in coordination with the executing joint force commander, conducts execution-level planning. The OPT continues COA development and the JET, if required, may deploy to a subordinate C2 HQs. The USEUCOM EPOC Director validates requests for JET deployment. The duration and mission of the JET will be specified in an appropriate CDRUSEUCOM order; changes must be requested by the subordinate joint force commander.

(c) Phase III (Execution) begins with the decision to execute an OPORD, normally transmitted by a CJCS execute or deployment order, and continues until the crisis end state is achieved. The OPT officially delivers the OPORD to the JOC for execution. During execution the JOC will normally focus on tracking operations through continuous interaction with subordinate executing headquarters. The OPT will coordinate with the joint staff and executing headquarters in developing branches and sequels.

(2) Upon delegation of OPCON from CDRUSEUCOM to a subordinated commander, the EPOC Director will ensure the following specific actions are accomplished:

(a) USEUCOM PLANORD (normally including specific tasking for the C2 structure and delineation of functions) is published.

(b) HQ USEUCOM and Component Commanders establish tasked C2 elements and HQs with all required personnel, C4I systems, and equipment.

(c) All Joint Force HQs staffs have been given full background briefings to include detailed briefing on OPORD, C2 functional distribution, and AOR delineation. Further, HQ USEUCOM staff members have briefed the subordinate staff counterparts to establish the time of hand-off and support responsibilities that remain. These briefings will normally be executed using teleconferencing and collaborative tools.

(d) All required communications and C2 connectivity are in place and functional.

(e) Coordination has been accomplished with supporting Governmental/Non-governmental agencies to identify plan transition timing, requirements, and new POCs for actions.

(f) HQ USEUCOM has published hardcopy message to notify all concerned commands and agencies of responsibility transfers.

(g) Command and control relationships are clearly established and understood.

(h) ESAT, HAST, JET, EUCOM FWD, ABNCP, ULC requirements, as necessary, have been identified and personnel are ready to deploy.

(3) EPOC JOPES Support Element initiates Force Flows (formally TPFDD) to support the operation and coordinates with the National Military Command Center (NMCC) to network those Force Flows to supporting commands, organizations, and agencies.

(4) ECJ1 establishes the TDY tour length policy for deploying personnel. The joint force commander implements that policy through the JFHQ J1. The normal tour length for USEUCOM operations is 179 days. Once the theater of operations allows the regular rotation of personnel, USEUCOM and components may initiate rotation of personnel from the theater of operations. Unless otherwise directed by USEUCOM, components will conform to this rotation policy. Component commanders may request a tour rotation length for less than 179 days. Release of deployed personnel prior to 179 days will be considered as an exception to policy. Extensions past 179 days must be requested by name to ECJ1-P. Once assigned to a deploying JFHQ, only emergency leave is authorized. If deployed with a UN Force, DOD policy on UN regular leave applies. The JTF commander will coordinate exceptions to this policy with CDRUSEUCOM through EPOC-IRD.

(5) ECJ2 provides, through the EPOC-ID, guidance and direction to the J2 of subordinate JFHQ. Coordinates baseline intelligence and Joint Intelligence Preparation of the Battlespace prior to subordinate JFHQ activation. Validates subordinate joint force intelligence requirements (to include request for National Intelligence Support Teams), identifies

requirements for theater and national resources to support, and coordinates support for intelligence requirements (including those for intelligence communications and systems) not inherent in the organic capabilities or resident within theater.

(6) EPOC-IOD provides guidance and direction to subordinate JFHQs and proposed theater-coordinated information operations (IO) guidance to national-level (Joint Staff and OSD) for staffing, approval, deconfliction, and release. IOD ensures theater-strategic direction and synchronization of IO to accomplish national, theater, and enable operational objectives. IOD coordinates support for IO forces, units, and systems not organic or resident to the theater to meet USEUCOM requirements.

(7) ECJ4. CDRUSEUCOM will exercise overall directive authority for logistics (DAL). CDRUSEUCOM may delegate directive authority for common support capability to a JTF Commander as required to accomplish the JTF's mission. When established, the HQ USEUCOM JLOC, in support of the EPOC, will manage and coordinate all logistical actions and activities until the mission is delegated to a JTF. The JLOC will function as the interface between subordinate JFHQ, non-USEUCOM agencies, and USEUCOM component logistics staffs.

(8) ECJ4-MR. USEUCOM Surgeon exercises, through the EPOC, overall directive authority for all joint task force health service activities.

(9) ECJ4-EN. USEUCOM Engineer exercises, through the EPOC, overall directive authority for all joint task force engineer activities.

(10) ECJ6 provides guidance and direction to subordinate JFHQ on the implementation and support of C4 systems and the Collaborative Information Environment. Identifies C4 requirements and identifies theater C4 resources. Coordinates support for joint communications requirements not inherent in the organic capabilities of subordinate HQs or resident within the theater.

(11) ECPA provides, through the EPOC, theater-coordinated initial proposed public affairs guidance to OASD-PA for staffing, approval and release. It fields media queries about the mission until the mission is transferred to a subordinate JFHQ and requests Combat Camera assets to cover operation through the EPOC. ECPA coordinate with AFRTS and European Stars and Stripes with regard to deployment of their assets to the JOA.

(12) ECJA provides domestic and international legal guidance to CDRUSEUCOM and subordinate commanders and their staffs during all phases of planning, particularly COA development and selection, execution planning, and execution phases. CJSCI 5810.01A requires that legal advisors review all operations plans, concept plans, ROE, execute orders, deployment orders, policies and directives to ensure compliance with the DOD Law of War Program, as well as domestic and international law. In accordance with CJCSI 3121.01A, ECJA serves as principal assistant in developing and integrating rules of engagement into operational planning.

(13) After mission hand off, the EPOC continues to monitor the crisis and provide higher-headquarters support to the subordinate JFHQ.

b. Role of the Subordinate Commanders in JFHQ formation

- (1) Establish liaison with the EPOC.
  - (2) After mission analysis and in coordination with the EPOC, determine whether supporting joint force headquarters are required.
  - (3) Recommend proper employment of attached and apportioned forces; recommend command relationships with multinational forces, if applicable.
  - (4) Determine force requirements and locations.
  - (5) Determine requirements for BBOCCs.
  - (6) Determine readiness to execute the mission and accept the hand-off.
  - (7) Formally request assessment team or JET support to the EPOC Director, with required billets and reporting date.
  - (8) Provide reception and onward movement, billeting, messing, and other support needed by the JET personnel and individual augmentees. If required, identify sourcing for personnel personal weapons and NBC protective equipment.
  - (9) Confirm “end state” criteria developed during COA selection (or, in the absence of defined criteria, develop criteria) with CDRUSEUCOM and concerned US Ambassadors and advise the EPOC of these discussions.
  - (10) Validate the joint manning document within seven days, or as specified in orders, to CDRUSEUCOM for tasking to component commanders.
6. Disestablishing the JFHQ. Prior to stand-down or return of operational control to HQ USEUCOM control, the following actions must be accomplished:
- a. Confirm achievement of “end state” criteria with CDRUSEUCOM, coordinate with concerned US Ambassadors, and advise the EPOC.
  - b. Establish the date and time of mission stand-down or mission transfer with CDRUSEUCOM via the EPOC.
  - c. Conduct detailed staff briefings with HQ USEUCOM staff.
  - d. Coordinate with onsite coalition and non-military (NGO, PVO, etc.) personnel to inform them of hand-off date and time.
  - e. Ensure HQ USEUCOM has established required communications nets to support ongoing operations, if required.
  - f. Conduct an internal after action review.
  - g. Submit a Commander’s Event Evaluation Report and lessons learned in accordance with ED 55-29.
  - h. Schedule an after action briefing with CDRUSEUCOM or DCDRUSEUCOM.

- i. Publish the JFHQ disestablishment message.
- j. Transfer all data files to HQ USEUCOM via appropriate systems or on storage media.
- k. Transfer list of essential points of contact and phone numbers to the EPOC.
- l. Coordinate the redeployment of the JTF.
- m. Submit a Commander's Event Evaluation Report in accordance with ED 55-29.

## 7. Command Relationships.

a. Unless otherwise specified in CDRUSEUCOM directives or orders, command relationships will follow joint doctrine and applicable service regulations. For forces attached to USEUCOM from other Combatant Commanders, OPCON is CDRUSEUCOM's preferred command relationship.

b. HQ USEUCOM EPOC is the single point of contact between CDRUSEUCOM and the HQs of subordinate joint force commanders.

c. In multinational situations, command relationships and operating procedures are structured as either parallel command or lead nation command. Coalition forces may establish parallel command where forces control operations through existing national chains of command. In lead nation command arrangement, the nation providing the preponderance of forces and resources typically provides the commander of the coalition force. In multinational or coalition efforts, the use of traditional arrangements may not work due to varied national interests. Regardless of the command structure, coalitions require significant coordination and liaison to achieve a unity of effort.

8. Assessment and After Action Briefing. Joint force Commander's after action briefing will include lessons and observations on operations strengths and weaknesses and recommendations for future operations. Topics should include the following:

d. JTF performance during the various phases of the operation (pre-deployment, deployment, execution, etc).

e. Support from HQ USEUCOM and the Service Components during the various phases of the operation.

f. Recommendations on content and presentation of the ETTP.

g. Recommendations on capabilities, resources, facilities.

h. Interoperability concerns.

i. Coalition and multinational issues.

j. State Department and Host Nation issues.

## 9. Reporting Responsibilities.

a. HQ USEUCOM.

(1) HQ USEUCOM EPOC provides situation reports and staff information to CDRUSEUCOM, USEUCOM Components, and the Joint Staff. These reports provide information from which to make operational decisions and to determine resource requirements. The required reports are consolidated, when applicable, into a daily USEUCOM Situation Report provided to the Joint Staff and Components.

(2) The EPOC-JOC will produce the consolidated Daily Situation Report (SITREP) for the Command.

b. Commanders exercising operational control. See the Reports Section of the USEUCOM electronic tactics, techniques, and procedures on the HQ USEUCOM SIPRNET web site.

## Appendix C

ELECTRONIC TACTICS, TECHNIQUES, AND PROCEDURES

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## 1. Background and Purpose:

a. This appendix establishes the policy for network-hosted presentation of tactics, techniques, and procedures (TTP) for theater JFHQs. These HQs include the EPOC, JTF headquarters, and the headquarters of joint force component commanders. The project name for on-line, network-hosted TTP presentation is the USEUCOM Electronic Tactics, Techniques, And Procedures (ETTP). Nuclear NC2 TTP are published in relevant CDRUSEUCOM Emergency Action Publications and are not addressed in the ETTP.

b. The purpose of the ETTP is to present JFHQ TTP, oriented to the user, in a manner that is easily accessed and maintained. ETTP replaces volumes II and III from the previous edition of this directive.

c. ETTP encompasses potentially all functions of the various JFHQs and is comprised of operational content and a technical architecture. The operational content is both directive (reference documents, excerpts, checklists, orders, etc.) and exemplary (templates, examples, lessons learned, descriptions, etc.). The technical architecture describes common design factors, technical standards, and network structures of the project.

d. The ETTP concept applies basic internet technologies to the management and presentation of the information pertinent to individual JFHQ commanders and staff members as an aide for both operations and training. Accordingly, the ETTP is an extension and projection of this directive. Paper-based methods for providing individual operators access to the information specific to their tasks have proven less effective and more expensive than we can afford. TTP are continually changing in response to new tasks, environments, and experiences; hence, paper-based presentations of TTP rapidly become obsolete.

e. This policy applies to HQ USEUCOM and component commands. It establishes the scope and purpose of the ETTP, establishes responsibilities for its development and maintenance, promotes a common user interface for ease of use, and mandates economy of effort through coordinated development.

## 2. Responsibilities:

a. The EPOC Director is responsible for overall life-cycle management and direction of the ETTP project, in conjunction with the management of ED 55-11. The EPOC Director will ensure coordination of the content of the ETTP and the coordination of functional requirements for related technical capabilities. The EPOC Joint Training, Readiness, and Exercise (JTRE) Division is the office of primary responsibility (OPR) for these tasks.

b. For each ETTP topic area, a designated HQ USEUCOM responsible functional OPR ensures completeness, accuracy, and currency of the commensurate operational content of the ETTP. HQ USEUCOM Directors and concerned office chiefs will establish controls for the

quality of ETTP content. Each functional OPR will arrange for at least one person qualified and authorized to post approved material to that element's section of the ETTP.

c. EPOC-IS/KM will provide technical and stylistic guidance and oversight to ensure that ETTP is appropriately integrated into the USEUCOM knowledge management architecture. This oversight includes the control and allocation of access authority to the Directorates and Offices responsible for the maintenance of ETTP content.

d. ECJ6 will provide the hosting of ETTP on HQ USEUCOM networks.

e. USEUCOM component commands will contribute their experience and insight in joint operations to improve and enhance the ETTP and will coordinate on ETTP content and technical issues.

f. USEUCOM JFHQs commanders will include use of the ETTP in joint training events and will provide specific recommendations on content and presentation in after actions and lessons learned reports.

### 3. Policy:

a. The ETTP will be the sole USEUCOM project for network-hosted, user-oriented presentation of JFHQ TTP.

b. The ETTP functionality will be based solely on the requirements of users as articulated by HQ USEUCOM staff offices and Component Commands and registered by EPOC-KM.

c. The ETTP design will exploit related Joint Staff and Joint Forces joint doctrine information technologies, for example, the Joint Doctrine Electronic Information System, when they become available.

d. The ETTP will be usable without further access by the user to underlying source documents to confirm the authority of the information in the ETTP. Directive and exemplary information will be clearly distinguished.

e. The ETTP will share common data resources so that it employs a single authoritative copy of each source document.

f. The ETTP will employ a common, USEUCOM SIPRNET-compliant technical architecture and file structure.

g. The ETTP will employ a common user interface "look and feel", so common controls are accessed in the same manner and location, respond in the same manner, and present consistent information.

h. ETTP design and, when appropriate, content, may be exploited to build similar capabilities for uses other than JFHQ, e.g. models for coalition on-line TTP. Such exploitation, however, must avoid redundant effort and resulting products will be named to preclude confusion with the ETTP.

i. The ETTP is the USEUCOM model for global user-oriented presentation of JFHQ TTP. USEUCOM will adopt global standards that will be developed in conjunction with globally common standard operating procedures. When a global, on-line TTP capability is created, USEUCOM will cede responsibility for globally common parts to HQ JFCOM but will retain responsibility for theater unique content.

4. Configuration Management. The ETTP coordination will allow asynchronous update to maintain content current. While technical standards will be centrally maintained, page maintenance is decentralized. Operational content will be developed and maintained close to the sources of subject matter expertise and then centrally coordinated for consistency.

a. Each topic area will have a designated HQ USEUCOM OPR for the accuracy, consistency, and currency of the information on the web site. The list of topic areas and associated OPRs will be posted to ETTP.

b. Each functional OPR will update directive information after attaining joint coordination at least O-6 / division chief level with HQ USEUCOM and component staffs. Non-concurrence that is not resolved at the director level will be referred to the HQ USEUCOM Chief of Staff for decision.

c. The functional OPR will update exemplary and reference information as required.

## Appendix Y

## GLOSSARY OF TERMS AND ABBREVIATIONS

ABNCP	Airborne Command Post
ADCON	administrative control
AFFOR	Air Force forces (Service component HQ)
AFRTS	American Forces Radio and Television Service
AOR	area of responsibility
ARFOR	Army forces (Service component HQ)
BBOCC	Boards, bureaus, offices, centers, and cells
C2	command and control
C4I	command, control, communications, computers, and intelligence { systems }
CbT	combating terrorism
CCPD	Crisis and Contingency Planning Division
CDRUSEUCOM	Commander, US European Command
CIE	Collaborative Information Environment
CINCSOUTH	Commander-in-Chief, Southern Command (NATO)
CJCS	Chairman, Joint Chiefs of Staff
CNT	Counter-narco-terrorism
COA	course(s) of action
COCOM	combatant command
COD	Current Operations Division
COMAIRNORTH	Commander, Air Forces North (NATO)
COMSEC	communications security
CPD	Campaign Planning Division
CTEB	Counter-Terrorism Executive Board

DAST	Disaster Assistance Survey Team
DCDRUSEUCOM	Deputy Commander, US European Command
DIRLAUTH	direct liaison authorized
DJC2	Deployable Joint Command and Control (C4 support package)
EAP	emergency action procedures
EBO	effects-based operations
EBP	effects-based planning
ECCH	HQ USEUCOM Command Chaplain's Office
ECCM	HQ USEUCOM Comptroller Office
ECCS-H	HQ USEUCOM Historian
ECCS-OR	HQ USEUCOM Operations Research Office
ECCS-P	HQ USEUCOM Protocol Office
ECIG	HQ USEUCOM Inspector General Office
ECJA	HQ USEUCOM Staff Judge Advocate Office
ECPA	HQ USEUCOM Public Affairs
ECSO	Special Operations Directorate
ED	USEUCOM Directive
EPOC	USEUCOM Plans and Operations Center, the operational headquarters of CDRUSEUCOM, an element of HQ USEUCOM
EPOC-ATD	EPOC Anti-Terrorism Division
EPOC-CCPD	EPOC Crisis and Contingency Planning Division
EPOC-COD	EPOC Current Operations Division
EPOC-CPD	EPOC Campaign Planning Division
EPOC-CRC	EPOC Consolidated Reconnaissance Center
EPOC-ID	EPOC Intelligence Division
EPOC-IOC	EPOC Intelligence Operations Center
EPOC-IOD	EPOC Information Operations Division

EPOC-IRD	EPOC Integrated Resources Division
EPOC-IS/KM	EPOC Information Superiority / Knowledge Management
EPOC-JIACG	EPOC Joint Inter-Agency Coordination Group
EPOC-JTRE	EPOC Joint Training, Readiness, and Exercise Division
EPOC-NC2-MD	EPOC Nuclear Command and Control – Missile Defense Division
ESAT	USEUCOM Survey and Assessment Team
ESF	Expeditionary Strike Force
ESG	Expeditionary Strike Group
ETTP	Electronic Tactics, Techniques, and Procedures
EUCOM FWD	USEUCOM Forward Element
EXORD	execution order
HAST	Humanitarian Assistance Survey Team
HQ	headquarters
HQ USEUCOM	The headquarters staff of the Commander, USEUCOM, at Patch Barracks, Germany, and other locations
HQs	plural of HQ
ID	Intelligence Division
IO	Information Operations
IOC	Intelligence Operations Center
IOD	Information Operations Division
IRD	Integrated Resources Division
IS/KM	Information Superiority / Knowledge Management
JAARS	Joint After-Action Reporting System
JAC	Joint Analysis Center
JCB	Joint Control Board
JET	Joint Enabling Team
JFAC	joint force air component

JFACC	joint force air component commander
JFC	joint force commander A general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force, not to be confused with US Joint Forces Command (JFCOM).
JFHQ	joint force headquarters For the purposes of this directive, the headquarters of the commander of a joint force or the headquarters of a functional component of a joint force.
JFLC	joint force land component
JFLCC	joint force land component commander
JFMC	joint force maritime component
JFMCC	joint force maritime component commander
JFSOCC	joint force special operations component commander
JIACG	Joint Interagency Coordination Group
JLOC	Joint Logistics Operations Center
JMETL	joint mission essential task list
JNOC	Joint Nuclear Operations Center
JOPEs	Joint Operational Planning and Execution System
JPOTF	Joint Psychological Operations Task Force
JSOTF	Joint Special Operations Task Force
JTCB	Joint Targeting Coordination Board
JTF	joint task force
JTRE	Joint Training, Readiness, and Exercise Division
JTSG	Joint Targeting Steering Group
JULLS	Joint Universal Lessons Learned
KM	knowledge management

MARFOR	US Marine Corps Forces Service Component HQ
MARFOREUR	US Marine Corps Forces Europe
MEB	Marine expeditionary brigade
MEF	Marine expeditionary force
MOOTW	military operations other than war
NAF	numbered air force
NATO	North Atlantic Treaty Organization
NAVEUR	US Naval Forces Europe
NAVFOR	Navy forces (Service Component HQ)
NBC	nuclear, biological, and chemical
NC2	nuclear command and control
NEO	non-combatant evacuation operation
NGO	non-governmental organization
NIST	National Intelligence Support Team
NOSC	Network Operations and Security Center
OASD	Office of the Assistant Secretary of Defense
ONA	Operational Net Assessment
OP	operational task
OPCON	operational control
OPT	Operational Planning Team
OSD	Office of the Secretary of Defense
PLANORD	planning order
POLAD	HQ USEUCOM Political Advisor Office
PVO	private, volunteer organization
SACO	Supreme Allied Commander – Operations (NATO)
SECDEF	Secretary of Defense

SHAPE	Supreme Headquarters Allied Powers Europe
SIPRNET	secure, internet routing protocol
SITREP	situation report
SN	strategic national task
SOCEUR	Special Operations Command Europe
SOP	standard operating procedures
SOSA	system of systems analysis
ST	strategic theater task
TA	tactical task
TACON	tactical control
TAD	temporary duty
TDY	temporary duty
TPFDD	time-phased force deployment data
TTP	tactics, techniques, and procedures
UJTL	Universal Joint Task List
ULC	USEUCOM Liaison Cell (to SHAPE)
UN	United Nations
USAFE	US Air Forces in Europe
USAREUR	US Army, Europe
USEUCOM	US European Command to include all assigned and subordinate headquarters and forces
USNAVEUR	US Naval Forces, Europe

## Appendix Z

## REFERENCES

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1. The current editions of reference documents should be accessed via the authoritative web sites:

a. [Washington Headquarters Services DOD Issuances and OSD Administrative Instructions](#) for DOD directives and instructions;

b. [Joint Electronic Library](#) for Joint Publications, CJCS instructions, manuals, etc.;

c. [HQ USEUCOM Publications Library](#) on the J-1 Web Site for HQ USEUCOM policies and directives.

2. The following documents are referenced in this directive:

a. JP 0-2, *Unified Action Armed Forces (UNAAF)*, 10 Jul 01

b. Joint Publication 3-0, *Doctrine for Joint Operations*, 10 September 2001

c. JP 3-07, *Joint Doctrine for Military Operations Other Than War*, 16 Jun 95

d. Joint Publication 3-16, *Joint Doctrine for Multinational Operations*, 5 April 2000

e. Joint Publication 5-00.2, *Joint Task Force Planning Guidance and Procedures*, 13 Jan 1999

f. CJCSI 3121.01A, *Standing Rules of Engagement for US Forces*, 15 Jan 00

g. CJCSI 5810.01B, *Implementation of the DOD Law of War Program*, 25 Mar 02

h. CJCSM 3122.02C, *Joint Operation Planning And Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution)*, 22 Mar 04

i. CJCSM 3500.04C, *Universal Joint Task List (UJTL)*, 1 Jul 02

j. ED 30-38, *EUCOM Plans and Operations Center (EPOC) Manning and Personnel Management*, 16 Mar 04

k. ED 55-29, *USEUCOM Training and Exercise Program*, 12 Dec 02