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PLANS AND POLICY

USEUCOM Joint Warfighting Capability Assessment/Joint Requirements Oversight Council
Assessment Process

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1. **Summary.** This directive outlines policies, procedures, and responsibilities for EUCOM Directorates and Components on interfacing with the Joint Warfighting Capabilities Assessment (JWCA) and Joint Requirements Oversight Council (JROC) assessment process. This memorandum provides EUCOM Chairman's Program Recommendation (CPR)/Chairman's Program Assessment (CPA) JWCA milestones (Appendices A and B), Stand-Alone and Strategic Assessments milestones (Appendix C) sample JWCA taskings (Appendix D), and sample formats for EUCOM issues and positions (Appendices E and F) and defines JWCA Domains (Appendix G).
 2. **Applicability.** This Directive establishes policy, assigns responsibilities, and directs actions for all Directorates, Components, Agencies, and Activities supporting or associated with EUCOM when working within the JWCA Assessment process.
 3. **Suggested Improvements.** The Director for EUCOM Plans and Policy (ECJ5) is the proponent for this publication. If you have any recommended changes forward them to ECJ5 Strategy, Resources, and Congressional Affairs Division (ECJ5-S).
 4. **References:**
 - a. CJCSI 3137.01A (6 April 01), The JWCA Process (Draft).
 - b. CJCSI 8501.01 (1 April 99) CINC and Joint Staff Participation in the Planning Programming and Budgeting System (PPBS).
 - c. CJCSI 5123.01 (8 March 01), Charter of the JROC.
 - d. CJCSI 3100.01 (1 September 97), Joint Strategic Planning System (JSPS).
 - e. ED 56-17 (18 May 99), USEUCOM PPBS Participation.
 - f. ED 56-2 (29 October 99), USEUCOM Requirements Generation Process.
 - g. CJCSI 3401.01B, (1 July 99) Chairman's Readiness System.

h. CJCSI 3170.01 (10 August 99) The Requirements Generation Process.

5. **General:**

a. JWCA assessments examine key relationships and interactions between joint warfighting capabilities, and identify opportunities for improving joint warfighting effectiveness. The JWCA assessment process impacts future programs and budgets and is the primary method to transform warfighter issues into actionable budgetary recommendations. The continuous assessment process gives insight into issues involving requirements, readiness, and plans for re-capitalizing joint military capabilities. Findings are presented to the Chairman, the JROC, and the Commanders in Chief of Unified Commands (CINCs).

b. The JWCA process is one of EUCOM's vehicles for shaping and influencing the PPBS and the Requirements Generation Process to respond to EUCOM's programmatic and warfighting capability shortfalls. The EUCOM JWCA team is composed of EUCOM and Component warfighting and functional area experts from the respective staffs. Specific team members vary depending on the issues, but the process maintains an open membership to ensure a variety of perspectives enter into the process.

c. The final assessment products are used to joint requirement resource recommendations in order to influence the PPBS. The JWCA is the major source for developing the CPR and CPA. The Winter CPR cycle provides EUCOM an opportunity to influence the Chairman's recommendation to the SECDEF on critical joint warfighting programs and priorities which, in turn, influences the Defense Planning Guidance (DPG) which directs Services and agencies to conduct fiscal planning/programming. The Summer CPA cycle allows EUCOM to assess how well the Services and agencies adequately funded priority warfighting capability issues in their Program Objective Memorandums (POMs) by directing fiscal adjustments which again provides input to the Chairman's recommendations to the SECDEF and influences OSD's Program Decision Memorandum (PDM). Additionally, through the Call For Topics and Strategic Assessment process, EUCOM identifies key joint warfighting capability shortfalls in its current and anticipated missions for the Joint Staff, OSD and Services to resolve.

6. **Responsibilities.**

a. ECJ5 will:

(1) Assign an ECJ5-S JWCA coordinator to serve as the office of primary responsibility for coordinating EUCOM staff submissions into the JWCA process, the JWCA coordinator with the Joint Staff J8, and develops positions on JWCA process documents and issues as they relate to EUCOM.

(2) Review, edit, shape and approve EUCOM staff nominated JWCA topics prior to submission to the EUCOM Command Group and the Joint Staff for consideration.

b. ECJ5-S JWCA Coordinator will:

(1) Coordinate semi-annual Joint Staff Joint Requirements Board (JRB) JWCA visits to EUCOM, hosted by the EUCOM Chief of Staff, IAW with Appendices A and B. The purpose of these trips is to identify EUCOM CPR (Winter trips) and CPA (Summer trips) concerns. These trips also provide a venue for influencing the JWCA teams and the JRB to accept EUCOM nominated Stand Alone and Strategic Assessments.

(2) Coordinate semi-annual CINC JROC trips IAW Appendices A and B. The purpose of these trips is to provide final (CINC-level) EUCOM comment/concern on Joint Staff proposed CPR (Winter trip) and CPA (Summer trip) language.

(3) Provide semi-annual tasking letter to EUCOM Directorates and Components providing JWCA milestones/timelines and deliverables to meet Winter CPR and Summer CPA cycle requirements (Appendix D).

(4) Provide annual tasking letter to EUCOM Directorates and Components providing Stand Alone and Strategic Assessments milestones/timelines and deliverables IAW Appendix C. Coordinate briefs on the EUCOM nominated assessments to the JRB and JROC as necessary.

(5) Conduct semi-annual JWCA coordination meetings for the EUCOM staff and components to identify potential JWCA issues for the Winter CPR cycle and the Summer CPA cycle. Coordinate with the EUCOM PPBS Action Officer to obtain all EUCOM Integrated Priority List (IPL) issues. The EUCOM IPL is the baseline document for the development of EUCOM capability and resources shortfalls for the JWCA process.

(6) Perform four specific integration and oversight functions:

(a) Review, edit, and shape EUCOM staff nominated JWCA topics prior to submission to the EUCOM Command Group and the Joint Staff for consideration using Appendix F as guidance. Note: The EUCOM IPL is the baseline document for the development of EUCOM capability and resources shortfalls.

(b) Provide a focus for the EUCOM JWCA's by shaping and directing the JWCA process through initial reviews of team insights, findings, and recommendations as well as provide guidance and direction to the JWCA teams prior to the final JROC conference. Assign JWCA issues that do not fit clearly into the domains to a primary EUCOM JWCA OPR and ensure that OPR receives required OSR support from other EUCOM JWCA POCs. Ensure issues that impact several JWCA domains are reviewed by those JWCA POCs. Note: EUCOM IPL issues designate a JWCA Domain as OPR.

(c) Interface with the Components' JWCA coordinators on capability issues to ensure the assessment process incorporates the Theater's joint requirements.

(d) Serve as primary POC for liaison with the Joint Staff J8 on JWCA matters; coordinate EUCOM JWCA issues with other CINCs' JWCA representatives and the Services.

(7) Maintain an updated list of Joint Staff, other CINCs, Services, EUCOM and Component JWCA points of contact. Ensure EUCOM Directorates know the Component JWCA Coordinator to facilitate Component staffing of JWCA issues. Coordinate JWCA training for the EUCOM and Component Staffs as necessary.

(8) Attend EUCOM J3 Joint Monthly Readiness Reporting (JMRR) meetings to stay current on joint warfighting capability shortfalls. Share JMRR data with Component and EUCOM staff JWCA coordinators.

(9) Serve as the EUCOM theater's single point of contact for Joint Staff Reform Initiatives (RI)/Combat Support Agency Review Team (CSART). These teams focus on proposing better OSD business practices. Issues may be forwarded to appropriate Directorate JWCA coordinator (based on domain) without an SSRS or formal tasking.

(10) Ensure the EUCOM resources and requirements message is consistent in these documents: CINC Congressional Testimony, CINC Quarterly Reports to the SECDEF, Joint Strategic Review (JSR), Contingency Planning (CPG), Defense Planning Guidance (DPG), Joint Planning Document (JPD), PPBS - ECJ5-S; JMRR - ECJ3; and the Joint Strategic Capabilities Plan (JSCP) - ECJ5-P.

(11) Forward critical JSPS, JMRR and Congressional documents to Component and Directorate JWCA members for information or staffing, as required. Note: the JSR, JPD and the DPG are the critical JSPS documents that impact the PPBS and JWCA process, and require EUCOM comment to sustain a consistent EUCOM shortfall message.

(12) Ensure EUCOM JWCA representatives respond to Joint Staff JWCA team requests for information or comment for CPA/CPR/Strategic Assessments/Stand-Alone Assessments/Senior Warfighting Forums and integration issues within their respective JWCA domain.

c. EUCOM Directors and appropriate Chiefs of Staff Agencies will:

(1) Assign Directorate JWCA coordinators based on the JWCA domains (Appendix G). Forward the names of Directorate POCs to ECJ5-S. Note: Components are OSRs for all JWCA areas:

(a) Intelligence, Surveillance and Reconnaissance (OPR J2, OSR J3/J6)

- (b) Dominant Maneuver (OPR J5, OSR J2/J3/J6)
- (c) Focused Logistics (OPR J4, OSR /J3/J6)
- (d) Communications and Computer Environment (OPR J6, OSR J3/J2/J4)
- (e) Full Dimensional Protection (OPR J5, OSR ECSM/J2/J3)
- (f) Strategic Deterrence (OPR J5, OSR J2/J3)
- (g) Precision Engagement (OPR J5, OSR J2/J3/J4/J6)
- (h) Information Superiority (OPR J3, OSR J2/J4/J6)

(2) Establish a Directorate JWCA team, if required, to assist the Directorate coordinator in developing and staffing issues. Given the source of JWCA issues, it is strongly recommended that Directorate JWCA teams integrate JSPS planners, PPBS, and Readiness Reporting personnel. JWCA issues affect and are affected by the JSR, JSCP, JPD, JMRR, DPG and PPBS.

(3) Coordinate issue development and staff comment/expertise on JWCA issues IAW the milestone lists at Appendices A and B and the EUCOM CoS semi-annual tasking document (Appendix D). When coordinating JWCA issues/comments with Component JWCA representatives within their respective domain, ensure the primary Component JWCA coordinator is integrated into the process to ensure the tasking is tracked and completed and has Component Commander approval. ECJ5-S maintains a list of the Component JWCA coordinators.

(4) Participate in developing the annual EUCOM IPL. The EUCOM IPL is the baseline document for the development of EUCOM capability and resources shortfalls. The Director representing each JWCA domain is the final arbitrator for approving Component issues for inclusion in EUCOM's IPL based on the CINC-approved Rules of Engagement (ROE). Final issue approval is determined by the IPL staffing process. Component issues should be consolidated, when possible, into joint issues. The respective Directorate JWCA representative is the final arbitrator for approving single Component submitted issues that have a significant impact on joint warfighting based on their executive agency for operations in theater. ECJ3 will approve and validate JWCA issues for the Dominant Maneuver, Precision Engagement and Full Dimensional Protection JWCAs.

(5) Perform four specific integration and oversight functions:

(a) Review, edit and shape Component nominated JWCA topics prior to submission to the ECJ5 and the EUCOM Command Group for consideration. Appendix F provides the format for EUCOM issues. The Directorate JWCA POC is responsible for consolidating Component shortfalls and forming them into joint warfighting capability shortfalls. ECJ5 will determine the proper

JWCA OPR for those issues that do not fit clearly into the existing domains at Appendix G. Note: EUCOM IPL issues designate a JWCA Domain as OPR.

(b) Conduct liaison with Component designated JWCA representatives within their domains. The Director representing each JWCA domain is the final arbitrator for accepting and developing Component issues for inclusion in EUCOM's IPL based on the CINC-approved ROE. Final issue approval is determined by the IPL staffing process. Component issues should be consolidated, when possible, into joint issues. The respective Directorate JWCA representative is the final arbitrator for approving single Component submitted issues that have a significant impact on joint warfighting based on their executive agency for operations in theater.

(c) Provide a focus for the Component JWCA teams by shaping and directing the JWCA process through initial reviews of team insights, findings, and recommendations as well as provide guidance and direction to the Component JWCA teams prior to the JWCA and JROC conferences. Also responsible for tracking and remaining current on issues affecting EUCOM within their JWCA domain until resolved.

(d) The Directorate JWCA coordinator is the primary liaison with the Joint Staff JWCA team leader on matters relating to their JWCA domains. Also coordinates EUCOM JWCA issues within their domains with other CINCs/Services.

(6) Participate in the semi-annual Joint Staff JRB JWCA visit to EUCOM as directed by the EUCOM JWCA POC. Provide briefs, as requested, for EUCOM issues to the JRB (Appendix F). Host breakout sessions with the Joint Staff JWCA team during the visit. Provide Directorate level comment on Joint Staff JWCA proposed CPR and CPA language and assessments.

(7) Participate in the semi-annual JWCA workshop.

(8) Coordinate Stand Alone and Strategic Assessment issue development and staff comment/expertise on JWCA issues IAW milestone list and EUCOM annual tasking document (Appendix C). Provide briefing team to present issues to the JRB and JROC on request.

(9) Maintain an updated list of Joint Staff and Component JWCA points of contact.

(10) Respond to taskings from the Joint Staff and other EUCOM JWCA coordinators requesting information on theater requirements and shortfalls within their JWCA domains.

(11) Respond directly to the RI/CSART on issues relating to assigned JWCA domains. These teams focus on better OSD business practices. ECJ5-S will act as the EUCOM Theater RI JWCA single POC for issues coming into EUCOM and will forward issues to appropriate Directorate JWCA coordinator (based on domain) without an SSRS or formal tasking. Directorates will provide attendees to the Reform Initiatives/CSART meetings, as necessary, based on issues.

(12) Respond to Joint Staff JWCA team requests for information or comment for CPA/CPR/Strategic Assessments/Stand-Alone Assessments/Senior Warfighting Forums and integration issues within their JWCA domain.

(13) The annual JSPS process determines the resource, planning and requirements priorities. Directorate JWCA representatives will review and comment, as required, on the following JSPS documents that impact PPBS and JWCA to ensure a consistent EUCOM message: the JSR, JPD, and the DPG.

d. Component Commanders' shall:

(1) Designate a JWCA coordinator. Component coordinators should maintain updated rosters of Joint Staff, EUCOM and Service JWCA coordinators.

(2) Identify, if required, an internal JWCA team to assist Component coordinator in developing and staffing issues. Given the source of JWCA issues, it is strongly recommended that Component JWCA teams integrate personnel participating in JSPS, PPBS, and Readiness Reporting. Note: Integrating work of existing USAFE Mission Area Teams and NAVEUR Warfighting Assessment Teams into the JWCA process will reduce workload, prevent redundant staff work, and ensure consistent message.

(3) Participate in the semi-annual Joint Staff JRB JWCA visit to EUCOM. Provide briefings or Subject Matter Expertise as requested to ensure issues are successfully resolved in the Command's interest (format IAW Appendix F).

(4) Participate in the semi-annual EUCOM JWCA visit to each Component when scheduled by the EUCOM JWCA POC.

(5) Coordinate issue development and staff comment/expertise on JWCA issues IAW the EUCOM CoS semi-annual tasking document (Appendix D). As these issues could become CINCEUR's top programmatic and capability shortfalls ("silver bullets"), they must reflect the Component's top programmatic and capability shortfalls. Correspondingly, the programmatic issues should reflect the top un-funded requirements from the Components to their Service. The EUCOM IPL is the baseline document for the development of EUCOM capability and resources shortfalls. The Component JWCA POC must have access to all EUCOM and Component IPL issues.

(6) Interface with the EUCOM Directorate JWCA coordinators on capability and resource shortfalls to ensure that the components' shortfalls are integrated into joint/theater requirements. These requirements must meet the CINC-approved IPL ROE. Final requirements approval is determined by the IPL staffing process. Submit issues to the appropriate EUCOM JWCA Directorate based on the domains listed at Appendix G while also forwarding the issue to the EUCOM ECJ5-S coordinator. ECJ5 will determine the proper JWCA OPR for those issues that

do not fit clearly into the existing domains. Note: EUCOM IPL issues designate a JWCA Domain as OPR.

(7) Identify and forward to EUCOM JWCA coordinators Stand Alone and Strategic Assessment issues IAW EUCOM annual tasking document and Appendix C. Provide briefing team to present issues to the JRB and JROC on request.

(8) Coordinate all resource and capability shortfalls with their respective Service JWCA/JROC and PPBS representatives.

(9) Respond to taskings from the EUCOM JWCA coordinators requesting information or comment for CPA/CPR/Strategic Assessments/Stand-Alone Assessments/Senior Warfighting Forums and integration issues.

(10) JSPS determines the resource, planning and requirements priorities. Components' JWCA representatives will comment and review, as required, on the following JSPS documents that impact PPBS and JWCA to ensure a consistent EUCOM shortfall message: the JSR; JPD; and the DPG.

7. **Policy**

a. DOD policy. Delegates oversight responsibility of the JWCA process to the Director for Force Structure, Resources, and Assessment, J-8 and provides policies and procedures for initiation, review and evaluation of the Joint Requirements Oversight Council (JROC) and follow up of JWCA process requests.

b. EUCOM policy.

(1) DOD directives, regulations and CJCSI 3137.01A drive EUCOM policies and delegates oversight responsibility of the JWCA process to the Director of Plans and Policy, J5. ECJ5-S responds to the Joint Staff J8 for JWCA coordination.

(2) All EUCOM staff directorates and Components are expected to comply with the ECJ5-S tasking (SSRS) to accurately and effectively review requirements documents in accordance with established guidelines. ECJ5 will determine the proper JWCA OPR for those issues that do not fit clearly into the existing domains at Appendix G. Note: the EUCOM IPL designates a JWCA Domain as OPR.

(3) The JWCA generally follows well-established milestones. Occasionally, the process becomes time-sensitive and advocacy-intensive demanding timely input by Component and EUCOM Staff participants. The agencies assigned as OPR for the JWCA areas must ensure assigned members have authority, or immediate access to authority, to provide EUCOM policy guidance on JWCA issues.

(4) The JWCA process requires the close integration of operators, resources and requirements personnel. Operators identify and validate theater shortfalls through the JMRR and/or ongoing operations (example: Kosovo Quick Look). Once validated, resources and requirements personnel should pursue these issues in the appropriate venue. However, operators must continue to sponsor their issue and provide technical/practical expertise and information, as required, to resolve the shortfall.

(5) ECJ3 will approve and validate JWCA issues for the Dominant Maneuver, Precision Engagement and Full Dimensional Protection JWCAs. ECJ5 personnel will then pursue those issues in the appropriate venues as OPRs with ECJ3 as OSR.

(6) ECJ3 approves ECJ5 recommended EUCOM Strategic and Stand-Alone assessments and priority/disposition prior to ECJ5 forwarding to the Command Group for approval. Stand-Alone assessments address current operational capability shortfalls that can be addressed in the near-term (current POM). Strategic Assessments address current operational capability shortfalls that can be addressed beyond the POM years (JV2010/2020 goals). The current EUCOM IPL serves as the baseline for assessment nominations and priorities.

(7) ECJ5-S is the coordinator for JWCA issues and requires expertise/information from Directorate/Component Subject Matter Experts (SMEs), on request, for briefing and presenting Directorate sponsored JWCA issues. The Directorates and Components are ultimately responsible for the staffing and presentation of their JWCA issues.

(8) JWCA OPR/OSR staff coordination does not require a CSL or SSRS for Action Officer/O-6 tasking. Flag response will be coordinated with SSRS and CSL.

(9) The Joint Staff assigns new JWCA teams and domains based on guidance from the JROC. The Director, J5 will coordinate with other Directors to assign OPR and OSR responsibilities for new JWCA teams based on their domain.

8. **EUCOM Procedures.** JWCA, JMRR, JSPS, PPBS and Requirements Generation are an integrated process to resolve joint warfighting capability/programmatic shortfalls in theater. The annual EUCOM IPL is the source document for identifying JWCA issues. This document provides the CINC's and Component Commanders' top resources and capability shortfalls. The IPL consists of two sections:

a. IPL Section One: identifies critical joint warfighting capability shortfalls that require Joint Staff, Service or OSD assessment to determine resolution (examples: all weather close air support shortfalls, all weather strike shortfalls, intelligence assets' ability to see through foliage). Do not use Section One for shortfalls that have known specific solutions to the problem (resources, personnel, etc); these issues belong in Section Two. Requesting an assessment of an issue will delay a potential solution for a minimum of two POM cycles (e.g. issues submitted in FY01 may not be resolved until

the FY05-09 POM). However, Section Two issues can, potentially, be resolved in the next POM cycle (e.g. issues submitted in FY01 can be resolved in the FY03-07 POM).

(1) The sources to identify capability shortfalls are the JMRR, EUCOM Lessons Learned from previous operations and EUCOM's ability to execute JSCP tasks. The most important shortfalls for IPL consideration are those that meet JMRR C-3 or C-4 criteria when assessing EUCOM JSCP tasks. Capability shortfalls will not have specific solutions or resources tied to them. The Joint Staff or OSD team assessing the issue will recommend a solution through the CPA and CPR.

(2) This IPL section will identify key EUCOM Stand Alone Assessments (SAA), Strategic Assessments (SA), Joint Experimentation (JE) nominations, comments on the CJCS' Strategic Assessment and JE Campaign Plan, and focus EUCOM concerns for materiel development priorities.

(3) During the winter JWCA cycle (CPR), EUCOM identifies key capability shortfalls from IPL Section One to the Joint Staff JWCA teams (format IAW Appendix F). This visit will set the stage for future EUCOM input into the SAAs and SAs as well as EUCOM comment of the CJCS' JE Campaign Plan (Appendix C).

(4) During the Summer JWCA cycle (CPA), EUCOM presents its nominations for SAA and SA (Appendix C) to the Joint Staff JWCA teams as a brief (format IAW Appendix F) and provides final comments on the CJCS' JE Campaign Plan based on IPL Section One capability shortfalls.

b. IPL Section Two: identifies specific programmatic, manpower, or forces solutions to the EUCOM shortfalls. The sources to identify capability shortfalls are the JMRR, EUCOM Lessons Learned, and EUCOM's ability to execute JSCP tasks. The most important shortfalls for IPL consideration are those that meet JMRR C-3 or C-4 criteria when assessing EUCOM JSCP tasks.

(1) CPR (Appendix A)

(a) The goal of the CPR is to influence the DPG by providing the SECDEF with the Chairman's priority recommendations for the upcoming program. JWCA efforts to influence the planning and programming phases of PPBS are not designed to provide immediate solutions to current (budget/execution year) problems. In most cases, once issues are identified, the normal assessment process takes 12 – 18 months to produce recommendations for the CPR. It is also important to realize that the first year the CPR impacts, is two years in the future (e.g., CPR '01 influences DPG 03-07, which influences the Services' POM 03-07 build. The key being that the first year CPR '01 can influence is FY03).

(b) The winter cycle JWCA focus is to influence the upcoming OSD DPG and Service POM build cycle through the use of the CJCS' CPR (directs Service fiscal planning/programming/

priorities/joint experimentation and integration). The CPR articulates programs the Chairman deems critical for the SECDEF to consider when identifying DOD priorities and performance goals in the DPG. EUCOM issues will be formatted IAW Appendix F. It is important to have EUCOM shortfalls integrated into the CPR so that, if not funded by the Services, the CPR and DPG can be used as a leverage tool during the CPA and Program Review processes.

(c) The CPR emphasizes specific recommendations that will enhance joint readiness, promote joint doctrine and training, improve joint warfighting capabilities, and satisfy joint warfighting requirements within DOD resource constraints and within acceptable risk levels. Consequently, most of the Chairman's CPR issues are derived from the JWCA findings and recommendations that have been vetted through the JRB (semi- annual visit to EUCOM) and approved by the JROC. EUCOM is provided the opportunity to review and comment on draft CPR language developed by the JWCA teams (Appendix E). The teams will provide CPR language as solutions to on-going assessments (generated from multiple agencies/CINCs). EUCOM's objective is to ensure draft CPR language is specific and directive enough to support EUCOM requirements.

(2) CPA (Appendix B)

(a) CPA issues are derived from the Service POMs, normally submitted to OSD at the end of May. CINCs, OSD, and the Joint Staff will screen POMs to ensure compliance with the DPG and fiscal guidance. New issues arising after the DPG and fiscal guidance were issued, as well as carry over issues from the previous CPA or CPR can be considered. The CPA cycle runs parallel with the OSD Program Review, although the two processes are separate. The Chairman may make recommendations that differ from OSD Program Review issue paper recommendations; however, the two processes are closely coordinated for two reasons. First, OSD is interested in the Joint Chiefs' (JCS) view of joint warfighting issues, and will work program review issues with the JCS position in mind. Second, the Chairman needs to understand the DOD position on a given issue before he finalizes his recommendations to the SECDEF to avoid unintentionally providing the SECDEF with conflicting advice.

(b) The summer CPA cycle provides EUCOM a reclama capability on those EUCOM issues integrated into the DPG that the Services did not adequately fund in their POMs through the use of the CPA (influences how the SECDEF directs fiscal adjustments to the Service POMs in the PDM). EUCOM issues will be formatted IAW Appendix F. Component Program Review Issues Paper submission (PPBS process) will drive EUCOM CPA issues. If Components do not submit a Program Review paper for the IPL issue, EUCOM will remove the issue from CPA consideration. "Pop up" or emerging issues may be identified after review of the Service POMs. These emerging issues may be integrated into Program Review or CPA with CINCEUR approval. It is also important to remember that, like the CPR, the first year the CPA can influence, is two years in the future (e.g. CPA 01 impacts the 03-07 POM).

(c) The CPA comments on the risk associated with the programmed allocation of Defense resources. The CPA evaluates the conformance of the Service POMs to the priorities established in strategic plans and CINCs' requirements. Where applicable, the Chairman assesses

current and future joint warfighting capabilities and recommends Service POM adjustments, alternative programs and budget proposals to the SECDEF. Consequently, most of the Chairman's program recommendations contained in the CPA are derived from the JWCA POM-related findings and recommendations that have been vetted through the JRB and approved by the JROC.

EUCOM is provided the opportunity to review and comment on draft CPA language developed by the JWCA teams (Appendix E). The teams will provide proposed CPA language as solutions to on-going assessments (generated from multiple agencies/CINCs). EUCOM's objective is to ensure CPA language is specific and directive enough to support EUCOM requirements.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

DANIEL J. PETROSKY
Lieutenant General, USA
Chief of Staff

DAVID R. ELLIS
LTC, USA
Adjutant General

Appendices:

- A - CPR JWCA Definition and Milestones
- B - CPA JWCA Definition and Milestones
- C - Stand Alone and Strategic Assessment Definition and Milestones
- D - Sample CoS Tasker
- E - Sample EUCOM response to Joint Staff CPR/CPA language
- F - Sample EUCOM JWCA issue format
- G - JWCA Domains

DISTRIBUTION:

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APPENDIX A
CPR JWCA Definitions and Milestones

Winter Chairman's Program Recommendation Cycle Milestones:

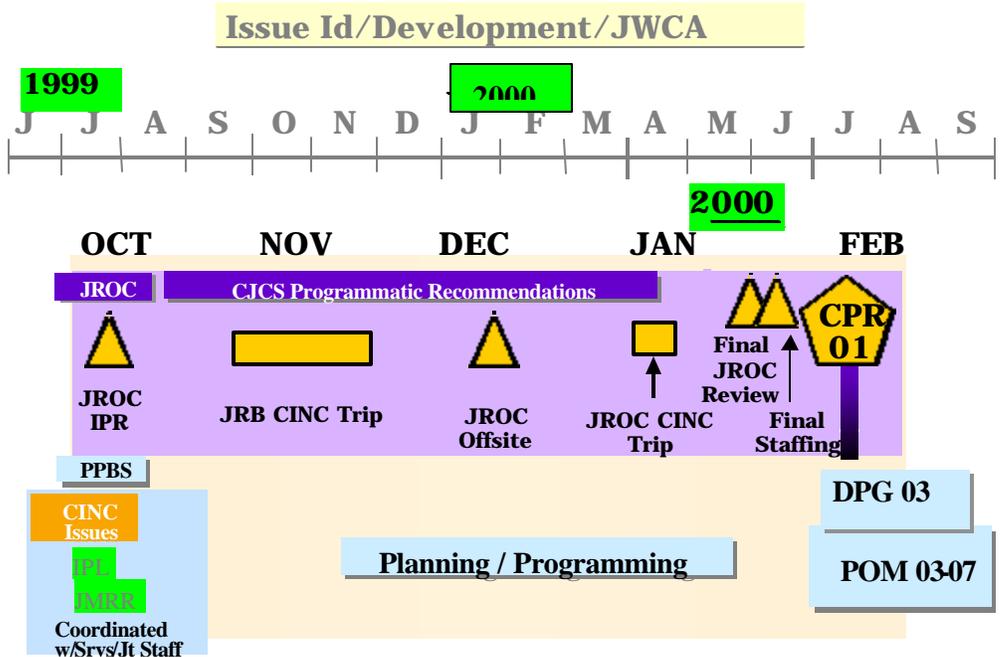
1. Third Week of Aug - Chief of Staff CPR tasker to Components/Directorates
2. First Week of Sep – JWCA workshop conducted at EUCOM and during Component Road Shows. Initial issue development by Components and EUCOM staff development is based on the IPL, JMRR shortfalls and contingency operations.
3. Third Week of Sep – Components submit approved topics to EUCOM Directorate JWCA coordinators.
4. First Week of Oct – Directorates submit approved joint topics to ECJ5-S.
5. Second Week of Oct – obtain CINC approval of CPR issues.
6. Third Week of Oct – JWCA Pre-Brief to CoS with EUCOM Directorate JWCA coordinators
7. First Week of Nov – JWCA/JRB Conference with Components and Directorates
8. Second Week of Nov – CoS JWCA Wrap Up Message approved by Directorates. Directorates and Components nominate critical issues for CINC presentation to the JROC.
9. Second Week of Dec – Joint Staff releases draft CPR language slides for EUCOM comment.
10. Fourth Week of Dec – Final EUCOM comment on Joint Staff CPR language slides to be presented in pre-brief to the CINC.
11. First Week of Jan – CINC JROC Pre-Brief with EUCOM Directorate and Component JWCA coordinators.
12. Second Week of Jan – CINC attends JROC Conference to address top CPR issues.
13. Third Week of Jan – Joint Staff releases draft CPR document for final EUCOM comment.
14. First Week of Feb – CJCS signs the CPR to the SECDEF.

**APPENDIX A
CPR JWCA Definitions and Milestones**

CHAIRMAN'S PROGRAM RECOMMENDATIONS (CPR)

- *The CPR Is an Unpublished, Personal Correspondence Between the CJCS and the SECDEF.*
- *The Chairman Uses the CPR to Convey Key Issues He Would Like the Services to Address in the Upcoming Program Build.*
- *CPR Recommendations Are based on:*
 - *CJCS Guidance*
 - *JROC Strategic Assessments*
 - *JROC Guidance Pertaining to Requirements Integration / Development of Over-arching Architectures*
 - *CINC Issues / Input / Feedback*
- *Keep in Mind that the CPR Doesn't Influence Current Year (Execution Yr) Issues or Next Year (Budget Yr) Issues.*

CPR TIMELINE



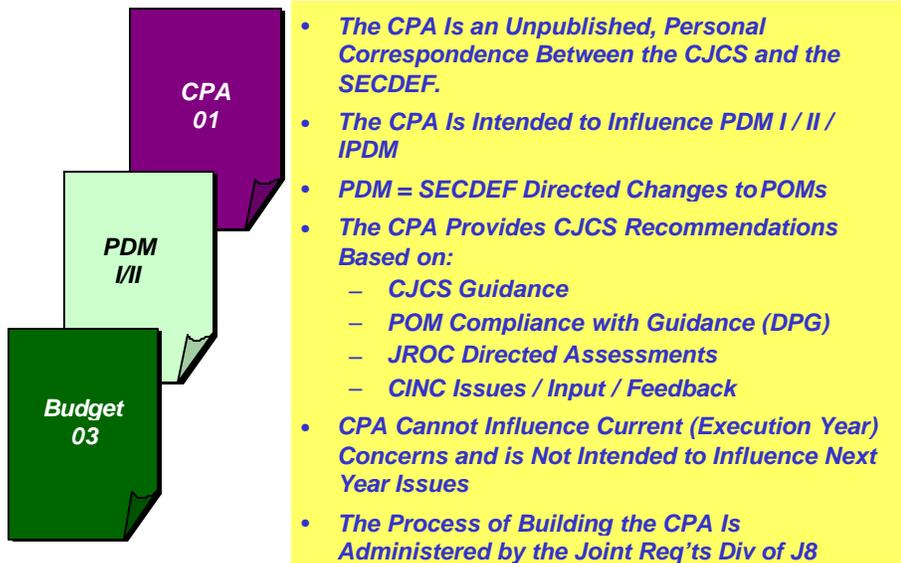
APPENDIX B
CPA JWCA Definitions and Milestones

Summer Chairman's Program Assessment Cycle Milestones

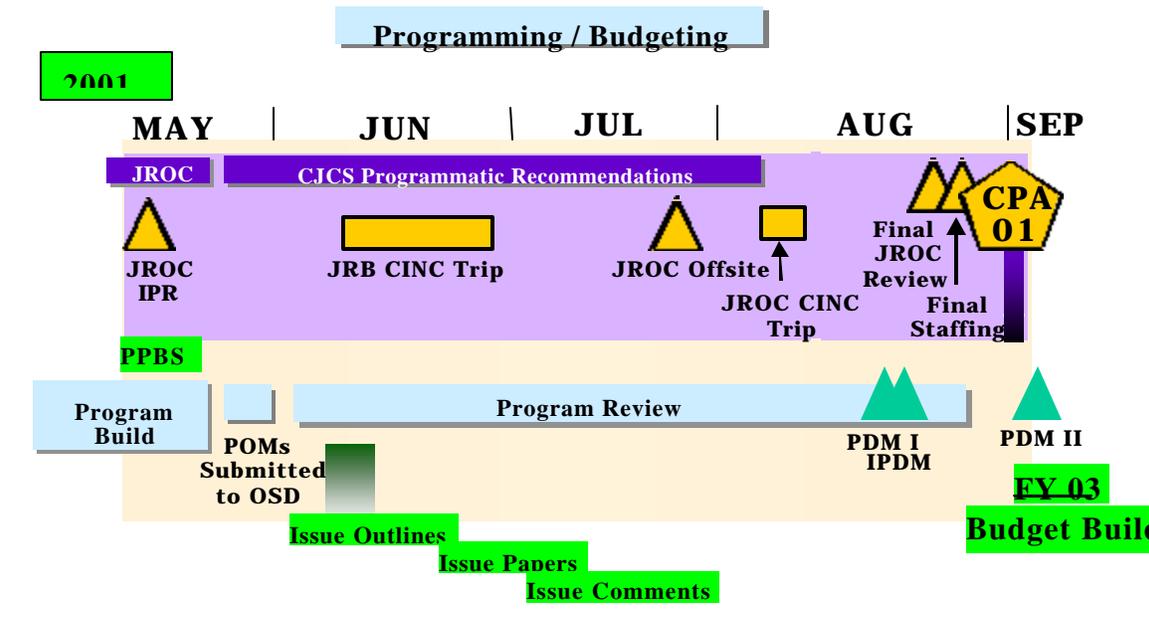
1. Third Week of April - Chief of Staff CPA tasker to Components/ Directorates
2. Third Week of May – JWCA workshop conducted at EUCOM or as part of the Component Road Show. Initial issue development by Components and EUCOM staff development based on PPBS Program Review issues related to IPL/JMRR shortfalls and contingency operations from the Winter CPR cycle.
3. Fourth Week of May – Components submit approved topics to EUCOM Directorate JWCA coordinators.
4. First Week of Jun – Directorates submit approved topics to ECJ5-S.
5. First Week of Jun - Obtain CINC approval for CPA issues.
6. Second Week of Jun – JWCA Pre-Brief to CoS with EUCOM Directorate and Component JWCA coordinators.
7. Third Week of Jun – JWCA/JRB Conference with Components and Directorates.
8. Fourth Week of Jun – CoS JWCA Wrap Up Message approved by Directorates. Directorates and Components nominate critical issues for CINC presentation to the JROC.
9. Fourth Week of Jul – Joint Staff releases draft CPA language slides for EUCOM comment.
10. First Week of Aug – Final EUCOM comment on Joint Staff CPA language slides to be used to pre-brief the CINC.
11. First Week of Aug - CINC JROC Pre-Brief with EUCOM Directorate and Component JWCA coordinators.
12. Second Week of Aug – CINCEUR attends JROC conference to push top CPA issues.
13. Fourth Week of Aug – Joint Staff releases draft CPA document for final EUCOM comment.
14. Second Week of Sep - CJCS signs the CPA to the SECDEF

APPENDIX B
CPA JWCA Definitions and Milestones

**CHAIRMAN'S PROGRAM
 ASSESSMENT (CPA)**



CPA TIMELINE



APPENDIX C**Stand Alone And Strategic Assessments Definitions and Milestones****Stand Alone Assessment Cycle Milestones**

1. Second Week of March – Joint Staff forwards requests for Stand Alone Assessments.
2. Fourth Week of March – Components forward Stand Alone Assessments to EUCOM JWCA representatives.
3. Second Week of April – EUCOM submits Stand Alone Assessments to the JS.
4. Second Week of June – EUCOM briefs Stand Alone Assessments to the Joint Staff JWCA teams during the JRB/JWCA visit.
5. First Week of October – JROC directs implementation of JWCA Assessments for approved Stand Alone Assessments.
6. November and December – JWCA teams conduct assessments on Stand Alone topics. Results to be placed in the following year Chairman’s Program Recommendation and Assessment.

Strategic Assessment Cycle Milestone

1. First Week of February – Joint Staff forwards requests for Strategic Assessments.
2. Third Week of February – Components forward Strategic Assessments to EUCOM JWCA representatives.
3. First Week of March – EUCOM submits Strategic Assessments.
4. Second Week of April – EUCOM briefs Joint Requirements Panel on Strategic Assessment.
5. Second Week of May – EUCOM briefs Joint Requirements Board on Strategic Assessment.
6. Second Week of June – Review of Strategic Assessments during the JRB/JWCA visit to EUCOM.
7. Fourth Week of June – JROC approves Strategic Assessments.
8. July through September – Joint Staff develops Strategic Planning Guidance
9. October – JWCAAs begin Strategic Assessment work.

APPENDIX C

Stand Alone And Strategic Assessments Definitions and Milestones

JROC STRATEGIC ASSESSMENTS

- **Goal: Strategic Assessments Are the Key to the JROC Becoming the Architect of the Future Joint Force and Making the Operational Capabilities of JV2020 a Reality. These Strategic Assessments Will Enable the JROC to Make Definitive Decisions and Recommendations on Future Operational Concepts and Architectures, and Individual / Family of Systems Requirements. Then, Based on These Published Decisions and Standards, the JROC Will Validate the Compliance of Future Requirements.**
- **Assessment Classes: Operational Concepts and Future System Requirements Bridge (Future / Legacy) Sys Req**
- **Level of Effort / Resources: JTAMD-like**
- **Number to be Conducted: 2-3 at Any One Time**

THE STRATEGIC TOPIC PROCESS



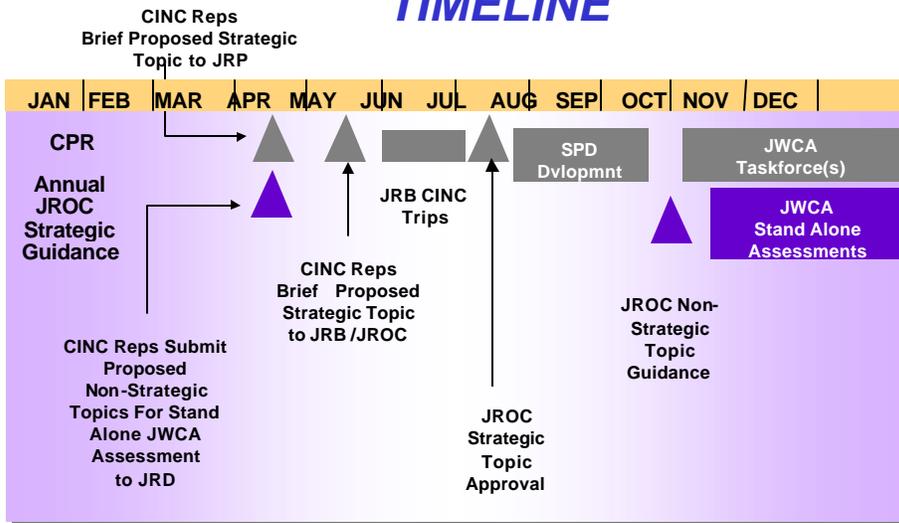
APPENDIX C

Stand Alone And Strategic Assessments Definitions and Milestones

JWCA STAND ALONE ASSESSMENT PROCESS

- *CINCs / Services Submit Stand Alone Assessment Topic Proposals to JRD The Same Time They Brief Their Strategic Topics in April*
- *Submit Topics In CINC/Service Priority*
- *No Requirement to Submit Topics*
- *JROC/JWCA Resources Will Be Allocated to the Strategic Topics First . . . Remaining Resources Will Be Available For JROC Prioritized and Approved Stand Alone Assessments*

JWCA STAND ALONE ASSESSMENT PROCESS: TIMELINE



APPENDIX C**Stand Alone And Strategic Assessments Definitions and Milestones**

1. **Purpose.** This enclosure outlines JWCA actions in support of Stand-Alone Topics.
2. **Introduction.** JS JWCA teams perform several core functions that represent “in-house” efforts of individual teams. While all JWCA efforts must be completed in compliance with established standards, these core functions do not require extensive cross JWCA coordination to complete. Stand Alone topic assessments, are a specific area that fall into the category of core, in-house JWCA tasks. Issues arising from stand-alone topics represent potential input for the CPR and the CPA. Use the following format:

1. **(x) STAND ALONE TOPIC NAME.** Use a concise title. For example, All Weather Strike, All Weather Close Air Support, Interoperability of Airborne Data Links, Time Critical Targeting. Note these are specific, near term requirements that require OSD, Joint Staff or Service action to resolve. The Joint Staff will assess the issue for at least a year before making recommendations to resolve the problem through the CPA and CPR. The best source documents for Stand Alone issues are the EUCOM JMRR capability shortfalls or Lessons Learned from on-going/past operations. Using the Joint Mission Essential Task List (JMETL) associated with JSCP tasks provides excellent background for identifying tasks, conditions and standards concerning capability shortfall as well as identifying a topic name. Remember, you are asking the Joint Staff to resolve your issues and it must be an important enough Joint issue for the Chairman to approve it. CINCs and Services can nominate three to five issues annually.

2. **(x) TOPIC DESCRIPTION.** *Concisely describe the problem or issue (point of contention or disagreement).* This should be a clear statement of what you want your proposed topic to accomplish. For example, “USCINXXXX recommends an assessment be accomplished to facilitate time critical targeting against mobile forces” or “facilitate All Weather Close Air Support capabilities.”

3. **(x) DISCUSSION.**

a. **(x) IMPACT.** *Describe the impact of the issue on joint warfighting capabilities and or requirements.* Discuss your background and rationale for nominating this topic to the JROC. This section should include the following:

- 1) A concise description of the current status of the topic to include any known actions related to the issue
- 2) Any relevant history associated with the topic and impact on either on-going operations or EUCOM JSCP tasks.
- 3) A description of how you think an assessment of this topic will lead to improved joint warfighting capabilities.

b. **(x) DELIVERABLE.** *Describe the desired output from the assessment; it should not list potential solutions to the problem.* Clearly indicate what you want the JROC and JWCA team to do. For example, if the proposed topic was All Weather Close Air Support, then the deliverables

APPENDIX C

Stand Alone And Strategic Assessments Definitions and Milestones

might be stated as follows: “In completing this JWCA assessment, the JROC should receive recommendations for specific requirement-related decisions on joint air-to-ground command and control systems. This should not be a list of potential solutions to the problem, nor should it contain the recommendation you think the JROC should make.

c. (x) **FACTS.** *Summarize essential facts that relate to the issue.*

4. (U) **SOURCE.**

a. (U) **ORGANIZATION.** *Name of nominating organization.*

b. (U) **POINT OF CONTACT.** *Name, telephone number, and e-mail address of organization’s point of contact.*

Joint Staff Criteria for Stand Alone Assessment Topic Acceptance: Before you submit your issues – consider previous JROC criteria for issue selection and their voting criteria:

1. Distinctiveness (Uniqueness) (weight .22) - DEFINITION: To what degree the study requires a unique JWCA perspective and to which the topic has been addressed by other efforts.

10 = No related efforts (studies, experiments, ACTDs, etc.) adequately address study topic and entry into the JWCA process; adds substantial value to deficiency resolution.

1 = Multiple efforts address study topic and/or entry into the JWCA process is either inappropriate or of no value.

2. Cost Benefit (weight .22) DEFINITION - How well does the proposed deliverable's level of impact, number of warfighters supported, and timeliness of payoff justify the cost of the study.

10 = Strategic/sustained impact for multiple warfighters in a timely manner.

1 = Tactical/short term impact for a limited number or no warfighters.

3. Source/Priority (weight .22) DEFINITION - The degree to which the JWCA topic has been proposed by appropriate authoritative sources (C/S/JSs), with objective data supporting joint importance.

10 = Quantified high-priority input from multiple authoritative sources (e.g., several CINCs submit the same high-priority IPL/JMRR issue).

1 = Unquantified priority input from a single source.

4. Impact on the Joint Warfighter (weight .34) - DEFINITION: The degree to which the study will result in improving a deficiency in the joint warfighter's capability to shape, respond, or prepare.

10 = Significant improvement

1 = Minimal improvement

APPENDIX C**Stand Alone And Strategic Assessments Definitions and Milestones**

1. **Purpose.** This enclosure outlines the JROC/JWCA strategic topic assessment process. Note, at this time, CINCs can submit one strategic assessment annually.

2. **Introduction.** Strategic assessments represent the principal mechanism by which the JROC focuses JWCA efforts on significant issues with the greatest potential to impact future joint warfighting. These assessments will enable the JROC to make definitive decisions and recommendations on future operational concepts and architectures, and system requirements. Based on these published decisions and standards, the JROC will validate the compliance for future requirements. Strategic assessments represent the JROC's highest priority efforts and will receive the highest priority for JROC resources. Finally, these assessments can provide an opportunity for the CJCS to influence joint experimentation efforts and facilitate their eventual impact on DOD decision-making processes. Use the following format when submitting topics:
 1. **(x) STRATEGIC TOPIC NAME.** Use a concise title. For example, Interoperability of Airborne Data Links. Note these are broad, overarching requirements needed to meet JV 2020 requirements. The Joint Staff solution may require years to complete. The focus is to develop systems/concepts that are "born joint." Strategic Assessments are long term issues. CINC's and Services can normally nominate one to two issues.

 2. **(x) TOPIC CATEGORY.** Categorize the proposed assessment topic as fitting most closely into one of the following three categories:
 - a. **(x)** An assessment, analysis, or participation in the development of an over-arching architecture or concept of operations. For example: future Imagery Architecture (FIA); Single Integrated Operating Picture; SEAD, Global Information Grid etc.
 - b. **(x)** An assessment of potential future joint requirements for long-range (POM after next) JV 2020 vision impact. For example, fires from UAVs or Space, Future Airborne ISR, next-generation rotorcraft commonality etc.)
 - c. **(x)** An assessment of joint requirements that in order to deliver JV2020 capabilities will have to bridge between legacy/near-term procurement pipeline systems (current POM) and new system requirements (POM after next). For example, data links for joint all weather close air support, air-to-air combat ID, Logistics Transformation

 3. **(x) TOPIC DESCRIPTION.** This should be a clear statement of what you want your proposed topic to accomplish. For example, "USCINCSXXX recommends an assessment be accomplished to drive and focus research and joint requirements recommendations for fires from UAVs in order to better fulfill the JV2020 pillars of Precision Engagement and Dominant Maneuver.

 4. **(x) DISCUSSION.**
 - a. **(x) IMPACT.** Discuss your background and rationale for nominating this topic to the JROC. This section should include the following:

APPENDIX C**Stand Alone And Strategic Assessments Definitions and Milestones**

- 1) A concise description of the current status of the topic to include any known actions related to the issue
- 2) Any relevant history associated with the topic
- 3) A description of how you think an assessment of this topic will lead to improved joint warfighting capabilities in support of JV 2020.

b. (x) DELIVERABLE. Clearly indicate what you want the JROC to do. For example, if the proposed topic was Combat ID, then the deliverables might be stated as follows: “In completing this JWCA assessment, the JROC should receive phased recommendations for specific requirement-related decisions on air-to-air combat ID, air-to-ground combat ID, and finally ground-to-air combat ID. This should not be a list of potential solutions to the problem, nor should it contain the recommendation you think the JROC should make.

c. (x) ADDITIONAL FACTS/INFORMATION. Summarize any additional facts or information that relate to the proposed topic.

5. (U) SOURCE.

a. (U) ORGANIZATION. Name of nominating organization.

b. (U) POINT OF CONTACT. Name, telephone number, and e-mail address of organization’s point of contact.

APPENDIX D
Sample Tasker

ECCS

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Joint Warfighting Capabilities Assessment (JWCA) and Joint Requirements Oversight Council (JROC) Summer Cycle

1. The next FY 00 JWCA Conference, designed to provide inputs to the FY02-07 Chairman's Program Assessment (CPA) and Program Decision Memorandum II (PDM-II), is scheduled for 22 Jun 00 in the EUCOM Headquarters Conference Room (HCR). The EUCOM Chief of Staff will co-host the JWCA Conference along with the Joint Staff J-8. Components are invited to send flag-level representatives to the 22 Jun 00 Conference. Due to limited seating, components should limit other attendees in the main conference room to three. However, components are encouraged to bring additional JWCA representatives to attend the breakout sessions.
2. EUCOM's approach to the JWCA/JROC process is to be proactive in shaping issues to support EUCOM's strategy, direction, themes, and requirements for FY02-07 using the CPA. The primary purpose of the CPA cycle is to resolve those critical EUCOM resource issues identified during the CPR and not addressed in the Services' FY02-07 budgets. This cycle may also identify new warfighting capability shortfalls that have developed since the CPR cycle. During the 22 Jun 00 Conference, the Joint Staff will provide several briefings summarizing ongoing programmatic efforts. The Joint Staff briefs will be followed by JWCA breakout sessions where EUCOM action officers will meet with their component and Joint Staff counterparts to discuss EUCOM issues. Following the break out sessions, EUCOM directorates will brief EUCOM's requirements/issues in each JWCA area. The goal for EUCOM briefers is for specificity to influence CPA language to address EUCOM resource or warfighting capability shortfalls. Immediately following EUCOM briefs, the Joint Staff representatives will summarize EUCOM's stated requirements and their "take-aways" from the day's briefings/ dialogue. The 22 Jun 00 JWCA Conference Agenda is at Enclosure 1.
3. In preparation for the 22 Jun 00 Conference, there will be a JWCA and Integrated Priority List (IPL) Action Officer Workshop on 3 May 00 at Patch Barracks to solicit component and EUCOM staff issues. Directorates and components should send representatives (Enclosure 2) to the 3 May 00 workshop with O6-level approved EUCOM requirements, priorities, issues or concerns (formatted IAW enclosure 3) for both the plenary and breakout sessions. The sources for development of CPA issues are unresolved FY02-07 IPL and JMRR resource related issues.

ECCS

APPENDIX D
SAMPLE TASKER

SUBJECT: Joint Warfighting Capabilities Assessment (JWCA) and Joint Requirements Oversight Council Summer Cycle

4. The Joint Staff will provide briefs with recommendations for CPA language and study topics prior to the JWCA visit. EUCOM comments to Joint Staff recommendations are formatted IAW Enclosure 4. EUCOM requirements and positions must be provided to the Joint Staff JWCA Team NLT 9 Jun 00. To meet that timeline, Directorate/Component approved issues and EUCOM comments on Joint Staff briefs should be provided to the ECJ5 POC NLT 8 Jun 00.

5. CINCEUR will participate in a Joint Requirements Oversight Council Conference on 11 Aug 00 at Norfolk, VA with CINCJFCOM and CINCPAC. Directorates and components will provide recommended topics for CINC presentation to the JROC NLT 29 Jun 00. Topics should focus on those critical EUCOM resource issues not resolved in the JWCA cycle that are of sufficient magnitude to warrant presentation by the CINC to the JROC for resolution. Final Directorate submission of JROC issues is 20 Jul 00. The Joint Staff will provide briefs with recommendations for CPA language prior to the JROC conference. Final Directorate-approved comments to Joint Staff recommendations are required NLT 2 Aug 00. Issue and comment formats are at Enclosures 3 and 4, respectively. A JROC Summer cycle milestone list is at Enclosure 5.

6. ECJ5-S POCs are LTC Steve Edwards and Maj Jeff Johnson, DSN 430-5277. E-mail: edwardss@eucom.smil.mil and johnsonj@eucom.smil.mil.

5 Encls

DANIEL J PETROSKY
Lieutenant General, USA
Chief of Staff

Appendix E
Sample EUCOM Response to Joint Staff CPA/CPR Language



**REGIONAL ENGAGEMENT JROC
 RECOMMENDATION**

- Review all Joint Staff briefs by JWCA and
 - 1. Impact of brief on
 - 2. If USEUCOM issues are properly
 - 3. Focus on Joint Staff recommendation pages for
- On Joint Staff recommendation pages use green (recommend minor changes) or red (non-concur) boxes at the page to highlight USEUCOM
- Provide bullet comments to support to the USEUCOM box.
- Examples below and

Non-Concur

- **Bottom line: CINCs' must be able to continue to state engagement requirement and seek resources through the resource allocation process (engagement requirements derived from the EUCOM TEP will be included in INCEUR's Integrated Priority Listing).**
- **If left alone, REPJWCA-proposed language will delay sourcing of engagement requirements pending development of a JROC-approved "assessment" tool.**
- **See next page for USEUCOM proposed language.**



**REGIONAL ENGAGEMENT
 SAMPLE**

PROPOSED EUCOM CPR LANGUAGE:

“Engagement remains an essential task for CINCs to Shape the international environment thereby reducing the likelihood of conflict and aggression. CINC's must continue to request and receive resource support for under/unresourced regional engagement requirements. TEPs will continue to be developed using assigned assets in the “Forces For” document, those that rotationally deploy to the theater, and those that have been temporarily deployed for engagement activities.”

Appendix E
Sample EUCOM Response to Joint Staff CPA/CPR Language



The Services are increasingly responding to a wide variety of missions ranging from humanitarian relief to contingency response while executing the National Military Strategy. Our ability to collect intelligence and communicate at the tactical level with people of other countries has become increasingly important as we execute these missions. A base of personnel with the requisite language skills is critical to the CINCs as they execute their responsibilities. In order to address shortfalls in this capability, I recommend the Army review TIARA funds directed to the Defense Foreign Language Program. These funds will allow the Defense Language Institute Foreign Language Center to provide the necessary capacity to train sufficient linguists across the full spectrum of skills required to effectively execute the National Military Strategy.

- Recommend Changes.
- Last sentence is too broad. Language should be changed to reflect the importance of filling specified requirements.



EUCOM Proposed CPA

The Services are increasingly responding to a wide variety of missions humanitarian relief to contingency response while executing the Strategy. Our ability to collect intelligence and communicate at the people of other countries has become increasingly important as we missions. A base of personnel with the requisite language skills is CINCs as they execute their responsibilities. In order to address capability, I recommend the Army review TIARA funds directed to Foreign Language Program. These funds will allow the Defense Foreign Language Center to provide the necessary capacity to train across the full *of skills to meet specified military requirements in* the National Military

Appendix E
Sample EUCOM Response to Joint Staff CPA/CPR Language

UNCLASSIFIED



“Readiness remains our top priority. We have made and continue to make improvements to the process designed to assess and address readiness deficiencies. Assessments have been improved through higher fidelity and more detailed reporting of critical readiness shortfalls. Now, we must strengthen the link between readiness deficiencies and their programmatic and non-programmatic solutions. CINCs and Services should continue to support process improvement initiatives which will enhance our ability to assess and address critical readiness shortfalls.”

•Concur or not EUCOM issue but positive impact on EUCOM

14-Mar-00

UNCLASSIFIED

UNCLASSIFIED



“Readiness remains our top priority. We have made and continue to make process designed to assess and address readiness deficiencies. Assessments have through higher fidelity and more detailed reporting of critical readiness shortfall strengthen the link between readiness deficiencies and their programmatic CINC and Services should continue to support process initiatives which will enhance our ability to assess and address critical

•Not a EUCOM Issue – No specific impact on EUCOM

14-Mar-00

UNCLASSIFIED

APPENDIX F
Sample Strategic Assessment

CLASSIFICATION



**JWCA CATEGORY
COMPONENT OR DIRECTORATE**



CLASSIFIED BY:
REASON:
DECLASSIFY ON:

**Issue Title
POC AND PHONE**

CLASSIFICATION



CLASSIFICATION



FACTS

➤ Provide Background for the Issue:

- Examples:
- What is the historical background of the issue?
- What are current funding levels that drive the issue?
- What is the basis for the force structure or equipment requirement?
- What are Service or Joint Staff positions on the issue? Prefer coordination prior to JWCA arrival

➤ Use graphs or pictures as desired to clarify the issue

CLASSIFICATION



APPENDIX F
Sample Strategic Assessment

CLASSIFICATION



IMPACT

- **Describe the Impact of not funding or addressing the requirement:**
 - Examples:
 - What capability is not addressed?
 - What is the impact on EUCOM Theater Strategy?
 - What is the impact on the EUCOM Mission?
 - What is the impact on EUCOM readiness?
- **Tell the Joint Staff why this is an important EUCOM issue and when it should be addressed**
- **Use graphs or pictures as desired to clarify the issue**

CLASSIFICATION



CLASSIFICATION



DELIVERABLE

- **Examples:**
 - Proposed CPR Language: Provide EUCOM proposed CPR language to resolve the issue
 - Proposed Funding Issue: Address funds required to resolve the shortfall. Generally linked to CPR language
 - Proposed JWCA Study Topic: Address Study Topic requirement and what EUCOM desires as an endstate
 - Proposed Equipment or Force Structure Requirement: Address equipment or force structure required to resolve the issue

CLASSIFICATION



APPENDIX G

JWCA Domains

1. Intelligence, Surveillance and Reconnaissance. Assess ISR tasking, collection, processing, exploitation, and dissemination capabilities that enable satisfaction of the Joint Force Commander's information requirements to gain and sustain Full Spectrum Dominance. ISR also plays a prominent role within the Joint Vision 2020 key enabler, Information Superiority. As such, the ISR JWCA will be integrally involved in JWCA assessments that examine capabilities required for Precision Engagement, Dominant Maneuver, Full Dimensional Protection, and Focused Logistics.
2. Dominant Maneuver. Assess capabilities that enable joint forces to gain advantage with decisive speed and agility by scaling and massing force or forces and the effects of lethal or non-lethal fires through the application of information, deception, engagement, mobility and counter-mobility capabilities.
3. Focused Logistics. Assess the ability to provide the joint force the right personnel, equipment, and supplies in the right place, at the right time, and in the right quantity, across the full range of military operations as part of JV2020. Through the lens of Logistics Transformation, effectively link all logistics functions in the following areas: Force Health Protection, Joint Deployment and Rapid Distribution, Joint Theater Logistics Management, Agile Infrastructure, Multinational Logistics, and Information Fusion.
4. Communications and Computer Environment. Assess Joint architectures and program requirements, and the capabilities of Joint, Combined and Coalition warfighters to transport, control, manage, protect, defend, and process information across the Global Information Grid, to ensure interoperability and integration, as well as conformance with the information environment goals of Joint Vision 2020.
5. Full Dimensional Protection. Assess joint warfighting capabilities to protect joint force personnel and other assets required to decisively execute assigned tasks through the tailored selection and application of multi-layered active and passive measures across the range of military operations with an acceptable level of risk.
6. Strategic Deterrence. Assess warfighting requirements and capabilities to deter potential adversaries from taking hostile actions against U.S. or Allied interests. Includes credible nuclear and conventional forces, Weapons of Mass Destruction (WMD) counter-proliferation efforts, military engagement activities, and posture of forward-based and deployed U.S. forces.
7. Precision Engagement. Assess operations that link sensors, delivery systems, and effects. It includes the spectra of kinetic to non-kinetic weapons, lethal to non-lethal effects, and peacetime to wartime operations. Its actions may include conventional, special operations, or information operations forces.

APPENDIX G
JWCA Domains

8. Information Superiority. Assess capabilities that enable joint forces to gain and sustain information superiority in order to achieve decision superiority using command and control (C2) functions and information operations (IO) across the entire spectrum of military operations. By integrating C2, IO, intelligence, surveillance, and reconnaissance and the communication and computer environment, IS enables the full potential of Dominant Maneuver, Precision Engagement, Full Dimensional Protection, Focused Logistics, and Strategic Deterrence.