

Doctrine

EYE ON NORFOLK

With the establishment of the Navy Doctrine Center at Norfolk Naval Base in March 1993 and the stand-up of the Air Force Doctrine Center at Langley Air Force Base scheduled for July, Norfolk and environs have become the undisputed capital of doctrinal development. This concentration of joint, interservice, and service doctrine activity includes—in addition to the new Navy and Air Force centers—the Joint Doctrine Center, the Air Land Sea Appli-

cation Center, and the U.S. Army Training and Doctrine Command.

The synergistic effect of this community of doctrine developers in the Tidewater area of Virginia will be further enhanced by the establishment of the Joint Warfighting Center in the near future [see insert on the opposite page]. Moreover, the proximity of U.S. Atlantic Command with its expanded joint training mission will facilitate the evaluation, testing, and sequencing of joint doctrine [which is described in “A New Mission for Atlantic Command” on pages 80–87 of this issue]. **JFQ**

JOINT DOCTRINE PUBLICATIONS

Since the passage of the DOD Reorganization Act of 1986 there has been a steady stream of publications on joint doctrine as well as on joint tactics, techniques, and procedures (JTTP). Taken collectively these publications are having a significant impact that reaches far beyond the doctrinal development community. The joint publication system is comprised of 192 titles, of which about 130 are currently in various stages of development or revision. A useful

A Common Perspective

Taking its name from a phrase in Joint Pub 1—“Joint doctrine offers a *common perspective* from which to plan and operate, and fundamentally shapes the way we think about and train for war”—the Joint Doctrine Center (JDC) launched a newsletter in April for the joint doctrine community. *A Common Perspective* will appear quar-

terly and provide information on doctrine as it relates to current issues, combatant command and service initiatives, JDC involvement in exercises, status of select publications, Joint Electronic Library, and terminology. Further details on the newsletter are available by calling:

(804) 444-1065/
DSN 564-1065
FAX: (804) 444-3990/
DSN 564-3990
or writing:
Joint Doctrine Center
1283 CV Towway (Suite 100)
Norfolk, Virginia 23511-2491

The Air Land Sea Bulletin

To spread the word on recent developments in service interoperability the Air Land Sea Application (ALSA) Center publishes a quarterly newsletter, *The Air Land Sea Bulletin*. Additional information on the bulletin is available by calling:

(804) 764-5936/
DSN 574-5934
FAX: (804) 764-5935/
DSN 574-5935

or writing:
HQ ACC XP-ALSA
ATTN: *The Air Land Sea Bulletin*
114 Andrews Street (Suite 101)
Langley Air Force Base, Virginia
23665-2785

Recent and Forthcoming Joint Publications

Number	Title	Final Approval
Reference		
1-01.1	Compendium of Joint Doctrine Publication Abstracts	Jul 93
1-01.2	Joint Electronic Library User's Handbook	Aug 93
1-03	Joint Reporting Structure (JRS) General Instructions	Sep 93
1-05	Religious Ministry Support to Joint Operations	Aug 93
1-07	Doctrine for Public Affairs for Joint Operations	Jul 94
Intelligence		
2-0	Doctrine for Intelligence Support to Joint Operations	Aug 93
2-01	JTTP for Intelligence Support to Operations	Nov 94
2-01.1	JTTP for Intelligence Support to Targeting	Oct 94
2-01.2	Joint Doctrine and TTP for Counterintelligence Support	Feb 94
2-02	JTTP for Intelligence Support to JTF Operations	Dec 93
Operations		
3-0	Doctrine for Joint Operations	Oct 93
3-00.1	Joint Doctrine for Contingency Operations	Sep 93
3-01.4	JTTP for Suppression of Enemy Air Defense	Sep 93
3-01.5	Doctrine for Joint Theater Missile Defense	Aug 93
3-02.1	Joint Doctrine for Landing Force Operations	Aug 93
3-02.2	Joint Doctrine for Amphibious Embarkation	Apr 93
3-03	Doctrine for Joint Interdiction Operations	Aug 93
3-04.1	JTTP for Shipboard Helicopter Operations	Jul 93
3-05.3	Joint Special Operations Operational Procedures	Jul 93
3-05.5	Joint Special Operations Targeting and Mission Planning Procedures	Jun 93
3-06	Doctrine for Joint Riverine Operations	Oct 93
3-07	Doctrine for Joint Operations in Low Intensity Conflict	Oct 93
3-07.1	JTTP for Foreign Internal Defense	Jun 93
3-07.2	JTTP for Antiterrorism	Jun 93
3-07.3	JTTP for Peacekeeping Operations	Jul 93
3-07.4	JTTP for Counterdrug Operations	Jan 94
3-09.2	JTTP for Radar Beacon Operations	Apr 93

point of departure for gaining an appreciation of the joint doctrine development process is found in Joint Pub 1-01, "Joint Publication System," which defines the process and outlines the steps involved in joint doctrine projects. Joint Pub 1-01 provides a hierarchy of joint publications essential to the functional order and organization of joint doctrine and JTTP. Publications which have been recently approved or are scheduled for approval through next winter are listed below. **JFO**

Joint Warfighting Center Announced

The establishment of a Joint Warfighting Center (JWC) has been approved by the Chairman of the Joint Chiefs of Staff. The center will be a separate activity functioning under the Director for Operational Plans and Interoperability (J-7), Joint Staff, to assist the Chairman, CINCs, and service chiefs prepare for joint warfare through exercises and training, and by conceptualizing, developing, and assessing doctrine. The JWC will subsume the activities of both

the Joint Warfare Center at Hurlburt Field, Florida, and the Joint Doctrine Center in Norfolk, Virginia; the stand-up of the center is expected to take about 15 to 18 months. The JWC will take advantage of state-of-the-art technology to enhance joint training, doctrine, tactics, techniques, and procedures, and be a cost-effective mechanism for integrating exercises and training, doctrine development, and lessons learned among the services.

Number	Title	Final Approval
Operations—Continued		
3-10	Doctrine for Joint Rear Area Operations	Feb 93
3-10.1	JTTP for Base Defense	Mar 93
3-11	Joint Doctrine for Nuclear, Biological, and Chemical (NBC) Defense	Dec 93
3-12	Doctrine for Joint Nuclear Operations	Apr 93
3-14	Joint Doctrine and TTP for Space Operations	Sep 93
3-15	Joint Doctrine for Barriers, Obstacles, and Mines	Apr 93
3-50.2	Doctrine for Joint Combat Search and Rescue	Sep 93
3-50.3	Joint Doctrine for Evasion and Recovery	Sep 93
3-52	Doctrine for Joint Airspace Control in the Combat Zone	Aug 93
3-53	Joint Psychological Operations Doctrine	Jul 93
3-55	Doctrine for Joint Reconnaissance, Surveillance, and Target Acquisition	Apr 93
3-55.1	JTTP for Unmanned Aerial Vehicles	Aug 93
3-56	Command and Control Doctrine for Joint Operations	Dec 93
3-57	Doctrine for Joint Civil Affairs	Dec 93
3-58	Joint Doctrine for Operational Deception	Nov 93
3-59	JTTP for Meteorological and Oceanographic Support	Aug 93
Logistics		
4-01.3	JTTP for Joint Movement Control	Aug 93
4-01.5	JTTP for Water Terminal Operations	Jun 93
4-02	Doctrine for Health Service Support in Joint Operations	Aug 93
4-03	Joint Bulk Petroleum Doctrine	Jun 93
4-04	Joint Doctrine for Engineering Support	Jul 93
Plans		
5-0	Doctrine for Planning Joint Operations	Nov 93
5-00.1	JTTP for Campaign Planning	Feb 94
5-03.1	Joint Operation Planning and Execution System: Vol 1., Planning, Policy, and Procedures	Jun 93

[JTTP = Joint Tactics, Techniques, and Procedures]

Source: Joint Doctrine Division (J-7), Joint Staff (May 25, 1993).

Recent and Forthcoming ALSA Publications

"Army Air Force Air Base Ground Defense Manual" (A-AF ABGD), FM 90-30/AFM 3-3, describes responsibilities and procedures for the ground defense of air bases and installations.

"AWACS Ground Based Air Defense Operations" (AWACS-ADO), FM 44-12/FMFRP 5-57/ACCP 50-37/USAFEP 50-37/PACAF 50-37, provides an integrated joint air defense network for situations when standard ground-based systems are not in place.

"Integrated Combat Airspace Command and Control" (ICAC²), FM 100-21/FMFRP 5-61/ACCP 50-38/USAFEP 50-38/PACAF 50-38/CINCLANTFLTINST 3320.1, covers responsibilities for multi-service activity within specifically defined airspace.

"Multi-Service Procedures for the Joint Application of Firepower" (J-FIRE), FM 90-20/FMFRP 2-72/ACCP 50-28/USAFEP 50-9/PACAF 50-28/CINCLANTFLTINST 3330.5, contains standard formats for requesting various types of fire support from the services.

Education

PEACEKEEPING CURRICULA

To support future U.S. military commitments to United Nations peacekeeping operations, the President has directed the establishment of peacekeeping curricula at joint and service colleges. Several initiatives are underway to define the emergency roles of the Armed Forces in peacekeeping and humanitarian relief operations. The Strategic Plans and Policy Directorate (J-5) of the Joint Staff has the lead in implementing actions under a National Security Directive entitled "President's Peacekeeping Initiatives." The educational and training dimensions are being addressed through an interagency effort with participation from the Military Education Division and the Joint Exercise and Training Division of the Operational Plans and Interoperability Directorate (J-7), Joint Staff.

Toward that end a survey has been conducted by J-7 of the curricula at the joint and service colleges to determine the extent to which peacekeeping is being taught. The results revealed that peacekeeping and humanitarian relief operations are covered to some degree at each institution. The Joint Staff is now in the process of facilitating a flow of information on this emerging area of study to these colleges. In addition, the on-going joint education accreditation process will monitor the increased emphasis on peacekeeping in curricula.

The corresponding development of joint doctrine for peacekeeping continues with the Army as lead service. Joint Pub 3-07.3, "Joint Tactics, Techniques, and Procedures for Peacekeeping Operations," was recently revised. The current draft of that publication can be reviewed through the Joint Electronic Library [see "Documentation" on the next page].

JFQ

DEFENSE ACQUISITION UNIVERSITY

The passage of the Defense Authorization Act of FY91 and the Defense Acquisition Workforce Improvement Act of 1990 led to the creation of the Defense Acquisition University (DAU), which was officially dedicated in October 1992. DAU operates as a consortium by tailoring existing educational programs at colleges, schools, and other activities across DOD to provide for the professional development of the acquisition workforce, including some 17,000 military personnel.

The new university is the executive agent for mandatory acquisition courses offered at the basic, intermediate, and senior levels—from introductory courses in contract management offered at several institutions to a senior course presented at the Industrial College of the Armed Forces. The main objective of the courses is the certification of the Defense Acquisition Corps in the functional areas, and corresponding career fields, shown below.

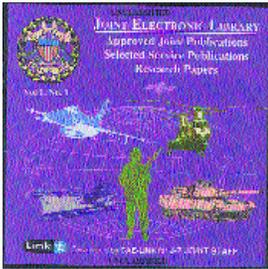
DAU anticipates that over 27,600 students will take 49 different acquisition courses during FY93. The 16 institutions participating in the DAU consortium are the Air Force Institute of Technology, Army Logistics Management College, Army Management Engineering College, Defense Contract Audit Institute, Defense Logistics Civilian Personnel Service Support Office, Defense Systems Management College, European Command Acquisition Training Office, Industrial College of the Armed Forces, Information Resources Management College, Lowry Technical Training Center, Navy Acquisition Management Training Office, Naval Facilities Contracts Training Center, Naval Postgraduate School, Naval Supply Systems Command Regional Contracting Centers, Naval Warfare Assessment Center, and Office of the Assistant Secretary of the Navy for Research, Development, and Acquisition.

For more details, see DOD Manual 5000.52M, "Career Development Program for Acquisition Personnel," or contact the director of acquisition career management for your service.

JFQ

Functional Areas	Career Fields
Acquisition Management	Program Management
	Communications-Computer Systems
Acquisition Logistics	Acquisition Logistics
Production	Manufacturing and Production
	Quality Assurance
Procurement and Contracting	Contracting
	Purchasing
	Industry Property Management
Systems Planning, Research, Development, Engineering, and Testing	Systems Planning, Research, Development, Engineering
	Test and Evaluation Engineering
Business, Cost Estimating, and Financial Management	Business, Cost Estimating, and Financial Management
Auditing	Auditing

Documentation

THE JOINT
ELECTRONIC
LIBRARY

Niccolo Machiavelli, the 16th century “national security advisor” to the Florentine ruler Lorenzo the Magnificent, is best known to us as the author of *The Prince*. That repository of the principles of statecraft and the use of force was certainly an invaluable gift to present to any ruler, for it offers sound advice without subjecting readers to relentless research elsewhere. In the opening dialogue Machiavelli proclaims to Lorenzo, “And now I offer the results to Your Highness within the compass of a small volume . . . that of enabling You to understand in a very short time all those things which I have learnt at the cost of privation and danger, in the course of many years.” By enabling Lorenzo to quickly retrieve and assimilate axioms on contemporary statecraft—without having to distill wisdom from the vast stores of raw data—Machiavelli professed power and greatness. Imagine what such an accomplishment would mean today. Consider the rewards that any advisor could claim for being able to spontaneously retrieve information with effortless flexibility, categorical systemic accuracy, and research yields in multiple formats in the prescribed order of relevance. But for readers of *Joint Force Quarterly* who may be looking for such a gift, go no farther: your modern-day *Prince* is at hand in the Joint Electronic Library (JEL).

JEL is a library of joint and selected service publications available via computer and modem over both commercial and governmental phones to registered users worldwide. It contains more than 100,000 pages of material on doctrine, education, and operations, including all unclassified joint doctrine publications approved by the Chairman, Joint Chiefs of Staff, as well as many other doctrinal publications developed by the services and allied nations, extracts from some intermediate- and senior-level college curricula, plus research conducted by faculty and students at those institutions. In addition, the library includes *The Air University Library Index of Military Periodicals*, *Department of Defense Dictionary of Military and Associated Terms*, and selected source

material on historical and contemporary issues. Consideration is being given to developing separate classified databases while continuing to expand the unclassified repositories.

Most electronic libraries do not have full-text databases. Instead they offer only bibliographies and brief abstracts that attempt to distill the contents of documents. These libraries normally operate as follows: having reviewed a database and identified abstracts of specific documents that may contain material relevant to the researcher's needs, the items must be requested to access them. Once the request is received, the host library must determine whether the documents are in stock, and then send those that are available to the requestor—a process that can take two to three weeks. This system is akin to searching library shelves: first the document must be identified and located, then the researcher must peruse the material to determine its utility. Regrettably, items retrieved from the stacks, or through electronic libraries, sometimes prove of little value to the researcher.

JEL, however, has the complete text of every document so that within seconds it is able to scan its collection and identify where the word or words being searched appear. Imagine walking into a library and being able to quickly find everything on a given subject. Also consider leaving fully confident that no pertinent information has been overlooked, and that the data gathered had been systematically arranged. That largely describes JEL's efficiency and effectiveness. Obviously there will be cases when specific research requirements cannot be satisfied. The difference lies in instantaneously determining a document's relevance and then proceeding without any delay. Experienced researchers agree that collecting data is tedious and time-consuming; JEL can greatly facilitate this process.

The databases are also available on compact disc-read only memory (CD-ROM) that offers the same full-text, rapid search, and relevance-ranking retrieval capabilities as the on-line modem system. Aside from

Subscribing to the Joint Electronic Library

Agencies interested in gaining on-line access to JEL must submit a request on official letterhead indicating the name, mailing address, and telephone number of a point of contact to:

Director, Joint Doctrine Center
1283 CV Towway (Suite 100)
Norfolk, Virginia 23511-2491

or call the Joint Doctrine Center at:

(804) 444-3627/DSN 564-3627
FAX: (804) 444-3990/DSN 564-3990

In addition to potential DOD users, requests for access are accepted from other Federal agencies, nonprofit organizations, and NATO countries. Once approved, users are provided with “hook up” packages that allow them to access JEL on a 24-hour a day basis without any charge.

Orders for CD-ROM supplements must be placed through service distribution systems. JEL discs conform to ISO 9660 specifications.

an extraordinary capacity to accept and store data, the CD-ROM supplements eliminate transmission time—they contain up to 300,000 pages of full-text which is equivalent to transmitting 26 days with a PC and modem—and allow unlimited research activity without either the expense or priority limitations imposed by system-related telecommunications. The CD-ROM also contains the graphic images found in the documents. This technology significantly augments JEL on-line access by serving numerous users worldwide in an efficient and cost-effective manner.

The operational requirements placed on today's "Magnificent Lorenzos"—whether they are action officers or planners, doctrinal developers or educators, policymakers or warfighters—will continue to grow at the same rate as rapidly changing crises and global events. Not surprisingly, this will call for continued expansion of JEL databases. Future developments are likely to include the coverage of functional areas directly related to or impacting on joint doctrine and warfighting.

As Machiavelli's dialogue with Lorenzo continues, he implores, "May I trust, therefore, that Your Highness will accept this little gift in the spirit in which it is offered; and if Your Highness will deign to peruse it, You will recognize in it my ardent desire that You may attain to that grandeur which fortune and Your own merits presage for you." Such are the practical riches within the grasp of those who use this modern day *Prince*.

Contributed by
COL Jerry Dunn, USA (Ret.)

JFQ

DEFENSE LIBRARY ON DISC

The holdings of the Pentagon Library and the National Defense University Library are now available on a CD-ROM disc. Later this year the Staff College Automated Military Periodicals Index (SCAMPI) will be added to the disc.

These collections of open literature can be searched together or separately, although access to the material cited is subject to the respective policies of each library. The Defense Library on Disc contains over 220,000 records including items in the fields of international security affairs, defense policy, military history, resource management, and the art of war.

The "National Defense University LS/2000 Catalog" contains records of the holdings found in the university's two libraries in Wash-

ington, D.C., and Norfolk, Virginia. The "Pentagon Library ILS Catalog" lists books, periodicals, documents, reference works, microfilm, and videos which support the missions of DOD and the services. But the catalog does not include classified material, administrative publications, or congressional hearings and reports.

The Pentagon Library only lends material to personnel assigned to the Pentagon or to DOD agencies situated in the National Capitol Region where library service is unavailable. Similarly, the National Defense University Library only lends material to faculty members and students attending one of its constituent colleges. All other users of the Defense Library on Disc must contact local libraries to borrow items identified on the CD-ROM or to request them through interlibrary loan. **JFQ**

Defense Library on CD-ROM



More information about the Defense Library on Disc may be obtained by contacting:

National Defense University Library
ATTN: Systems Librarian
Washington, D.C. 20319-6000
(202) 287-9474 / DSN 667-9474

or

Pentagon Library
ATTN: Systems Librarian
Room 1A518, The Pentagon
Washington, D.C. 20310-6080
(703) 697-4658 or DSN 227-4658

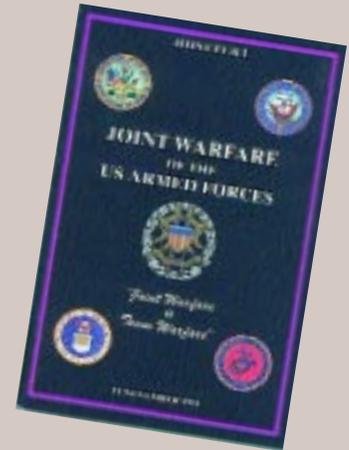
Joint Warfare of the U.S. Armed Forces ON VIDEO

A ten-and-a-half minute video tape that highlights major concepts and themes found in Joint Pub 1, *Joint Warfare of the U.S. Armed Forces*, is available on request to military organizations/units by writing:

National Military Command Center
Visual Reading Facility
The Joint Staff (J-3)
Room 3C941, The Pentagon
Washington, D.C. 20301-7000

or calling:

(703) 697-9033/DSN 227-9033



1993 CJCS Essay Competition

The 12th Chairman of the Joint Chiefs of Staff (CJCS) Strategy Essay Competition was held on May 20-21 at the National Defense University. This competition challenges students at the intermediate and senior colleges to write on some aspect of international security, defense policy, or military affairs, with special emphasis on joint topics. Each institution may submit five individual and five group essays to a panel of judges selected from the joint and service colleges. Winners receive prizes provided by the National Defense University Foundation.

Top honors this year were shared by two entries while eight others were cited for distinction:

Co-Winning Essays

Lieutenant Colonel Peter W. Chiarelli, USA (National War College),
"Goldwater-Nichols Revisited: A Proposal for Meaningful Defense Reorganization"

Captain Brett D. Barkley, USMCR (Naval War College),
"Bosnia: A Question of Intervention"

Distinguished Individual Essays

Lieutenant Colonel Jon R. Ball, USAF (Air War College),
"Islamic Resurgence in the Middle East"

William H. Dunn, Department of the Army (U.S. Army War College),
"In Search of Measures of Effectiveness for Counterdrug Operations"

Lieutenant Colonel Scott W. Conrad, USA (Industrial College of the Armed Forces),
"Moving the Force: Desert Storm and Beyond"

Lieutenant Colonel Gregory A. Keethler, USAF (Air War College),
"The Impact of the Soviet Union's Demise on the U.S. Military Space Program"

Joseph McBride, Department of State (National War College),
"Coping with Chaos: Promoting Democracy and Regional Stability in the Post-Counterinsurgency Era"

Captain Terry J. Pudas, USN (Naval War College),
"Coalition Warfare: Preparing the U.S. Commander for the Future"

Major Thomas R. Griffith, Jr., USAF (Air Command and Staff College),
"Attacking Electrical Power"

Distinguished Group Essay

Commander Michael J. Sare, USN; Peggy J. Grantham, National Security Agency;
and Gerald A. Lambrecht, Defense Intelligence Agency (National War College),
"U.S. Intelligence Support to United Nations Military Operations: Trends and Issues (U)"