

JOINT PUBS UPDATE

The following joint publications have recently been approved:

▼ Joint Pub 3-56.1, *Tactical Command and Control Planning Guidance and Procedures for Joint Operations (Procedures and Formats)*, offers basic principles and doctrine for command and control (C²) of joint air operations which apply across a range of military operations—in war and operations other than war (OOTW)—to ensure unity of effort for the benefit of a joint force as a whole; addresses operational relationships, policies, procedures, and options for C² of joint air operations by designating a JFACC or using the joint force commander's staff (November 14, 1994; Joint Staff sponsor: J-7, lead agent: Air Force).

▼ Joint Pub 4-02, *Doctrine for Health Service Support in Joint Operations*, establishes doctrine for planning and employing health service support to joint forces and contains chapters on the health service support system, support planning, support in special operations, and support in OOTW; contains appendixes on medical threat, medical intelligence, and references (November 15, 1994; Joint Staff sponsor: J-4, lead agent: Army). JFQ

JOINT DOCTRINE WORKING PARTY

The Joint Warfighting Center hosted the 14th Joint Doctrine Working Party (JDWP) at the Naval Air Station in Norfolk on October 25-26, 1994. Sponsored by the Director for Operational Plans and Interoperability (J-7), Joint Staff, semi-annual working party meetings include representatives of combatant commands and services as well as the Joint Staff.

The Chairman's interest in doctrine has resulted in several initiatives. First, joint pubs are being revised and recast in a more readable 6 x 9-inch full-color format. Second, a *Joint Doctrine Capstone and Keystone Primer* has been developed to offer a

survey of the primary publications. Third, a proposal to improve distribution of joint publications is currently in staffing. Finally, the entire system of publications may be revised to reflect the changes in priorities on certain topics.

JDWP voted to develop *Joint Tactics, Techniques, and Procedures for Mapping, Charting, and Geodesy* in the 2 series (Joint Staff sponsor: J-2, lead agent: ACOM). Action also was taken in favor of accelerating revision of Joint Pub 3-01.5 through publication of *Joint Tactics, Techniques, and Procedures for Theater Missile Defense*. The information now contained in Joint Pub 3-01.5 will be included in Joint Pub 3-01, *Joint Doctrine for Countering Air and Missile Threats*, which is under development (Joint Staff sponsor: J-3, lead agent: Army, technical review authorities: Air Force, U.S. Central Command, and U.S. Special Operations Command).

Another revision that was approved involves developing guidance on the joint operation of lines of communications which will be included in the next edition of Joint Pub 4-0, *Doctrine for Logistic Support of Joint Operations*; the Joint Staff (J-4) will incorporate this requirement into the program directive for the revision.

Finally, the Army proposed developing doctrine for information operations, although there was discussion on delaying work in this area until more guidance is available and a joint warfare capability assessment is completed on information warfare. But JDWP decided that information warfare doctrine was important and an opportunity existed to incorporate it in Joint Pub 3-13, *Joint Doctrine for Command and Control Warfare Operations*, which is under development. The Army was invited to provide information warfare input to be considered for inclusion in the next draft of Joint Pub 3-13 which will be retitled *Joint Doctrine for Information Warfare*.

Moreover, JDWP deleted two titles from the Joint Doctrine Publication System, namely, Joint Pub 1-06, *Joint Symbols and Graphics* (with the information to be included in non-doctrinal publications), and Joint Pub 1-09, *Employment of Selected*

Weapons Systems (information which is found in other doctrinal pubs).

Information briefings were presented on reorganizing joint pubs within the 2 series; Joint Special Operations Forces Institute (see item below); Joint Targeting Coordination Board; British and NATO approaches to peacekeeping; Joint Warfighting Center peace operations initiative; and Joint Pub 3-07 series on operations other than war.

The next JDWP will be hosted by U.S. Space Command in April 1995. JFQ

NEW NAVAL PUBS

A year in the making, the second in the series of six naval doctrinal publications has been issued as four others near completion. The series is issued by the Naval Doctrine Command which was established in 1993 to codify naval doctrine and bridge the gap between the refocused strategy laid out in the white paper, . . . *From the Sea*, and tactics, techniques, and procedures. With the end of the Cold War with its focus on a monolithic adversary, naval leaders made a shift in strategy to address the threats posed by regional conflicts. The publications spell out the concept that naval doctrine must fully support and be a logical extension of joint doctrine, and that the Navy/Marine team is committed to a full partnership in joint operations.

The first title which appeared in the series, Naval Doctrine Publication 1, *Naval Warfare*, reasserts the Navy/Marine team as the primary forward deployed mobile force projection resource available to the Nation. While naval forces are organized to fight and win wars, perhaps equally important is their contribution to deterrence. Naval doctrine places great emphasis on preventing conflict and controlling crises through its forward deployment and engaged presence.

Naval Doctrine Publication 2, *Naval Intelligence*, addresses the shift

in focus to operations in littoral regions, where outcomes can be controlled or influenced from the sea. The new focus of national strategy leaves the nature of potential threats more difficult to predict, thereby making naval intelligence perhaps more needed than ever before.

These publications may be obtained from the Navy Publications and Forms Directorate, 5801 Tabor Avenue, Philadelphia, Pennsylvania 19120 (cite SN 0700LP0000100 for NDP 1 and SN 0700LP0000200 for NDP 2). All comments should be sent to the Commander, Naval Doctrine Command, 1540 Gilbert Street, Norfolk, Virginia 23511. **JFO**

SOF INSTITUTE

U.S. Special Operations Command (SOCOM) created the Joint Special Operations Forces Institute (JSOFI) in 1994 to develop and integrate joint special operations doctrine, training, and education and research. JSOFI reviews joint doctrine and joint tactics, techniques, and procedures (TTP) for special operations, psychological operations, and civil affairs. It is coordinating review authority for joint doctrine and TTP and assigns technical review authority for specialized expertise within SOCOM. It also ensures that joint special operations doctrine and TTP are consistent with both other current joint and service doctrine and TTP.

The institute, which is located at Fort Bragg, also monitors development of joint training, participation in training exercises, and use of training facilities. It coordinates special operations simulations and programs as well as courses for quotas offered at component and national agency schools which are joint or common in nature. In addition, JSOFI is the proponent for Professional Military Education (PME) and integrates special operations-unique instruction at intermediate and senior-level colleges. It serves as the proponent for SOCOM-sponsored curricula and fellowships. It will also direct a library and research center, facilitate publication of literature on

special operations, and support SOCOM participation in national security fora and symposia. **JFO**

CLEARINGHOUSE FOR SOF IDEAS

To help keep pace with a complex world, U.S. Special Operations Command (SOCOM) is seeking innovative ideas from those who think that they have a better way. Accordingly, SOCOM has established a Special Operations Forces Clearinghouse to identify, nurture, and institutionalize innovative ideas on organizational structure, roles and missions, training, education, employment concepts, personnel policies, and command relationships within the special operations community.

Ideas do not have to be submitted in any particular format. And, though encouraged, it is not necessary to forward them up the chain of command. Unfiltered ideas are often more valuable than those that have had their controversial aspects finessed. But classified material or suggestions relating to current operations should not be forwarded. Any ideas submitted with the intention to contract for goods or services must be sent to the SOCOM Competition Advocate General.

All proposals will be acknowledged and sent to the appropriate agency for appraisal. Send ideas to SOF Clearinghouse, Headquarters, U.S. Special Operations Command, ATTN: SOCC-CIG, 7701 Tampa Point Boulevard, MacDill Air Force Base, Florida, 33621-5323; FAX (813) 840-5109/DSN 299-5109. For further information call (813) 828-2646/DSN 968-2646. **JFO**

Lessons Learned

RECENT OPERATIONS AND EXERCISES

Haiti. Operations Support, Uphold, and Sustain Democracy have taken center stage among operations other than war (OOTW). Moreover,

operations at Guantanamo exceed the scope of the 1991-93 Operation GTMO by receiving over 20,000 Cubans and involving two battalions, a brigade headquarters, and a combat arms battalion to support migrant movement. Another 8,000 Cubans in Panama required two battalions to augment security. The joint issues which surfaced at the strategic and operational levels during these operations include interagency processes, funding, public affairs, rules of engagement, selective Reserve call-up, personnel accounting, airlift of non-DOD personnel, linguist support, C⁴I, and availability of both the Joint Worldwide Intelligence Communications System (JWICS) and the Joint Deployable Intelligence Support System (JDISS). The U.S. Atlantic Command interim joint after action report (AAR), due 90 days after the start of sustained operations, will yield many OOTW lessons from ongoing Haiti and migrant operations.

Southwest Asia. Iraq's positioning of forces on Kuwait's border last autumn resulted in Operation Vigilant Warrior, which raised familiar issues such as deliberate versus crisis planning, intelligence support, prepositioning, funding, coalition agreements, C⁴I, transportation planning, and Reserve call-up. The Exercise and Analysis Division, Directorate for Operational Plans and Interoperability (J-7), Joint Staff, assessed air operations in Operations Provide Promise/Deny Flight. Under a combined task force (CTF), Joint Force Air Component Commander (JFACC) operations feature complex planning, command lines, and coordination procedures under a multinational organization. Despite these factors, both operations were successful and benefitted from strong leadership and orientation. Such OOTW missions have political objectives with restrictive rules of engagement and heavy, top-down control—problems exacerbated by a confusing United Nations, NATO, and American command structure that is seemingly contrary to the principle of unity of command.

Lessons include the previously identified need for the services to offer component forces OOTW training and the requirement to provide re-deployed aircrews refresher training in order to maintain proficiency in normal combat skills. Other concerns include the fact that systems like the Contingency Theater Automated Planning System are not employed in the NATO environment, a lack of joint doctrine for reference, and the impact of indefinite sustained operations on the character of JTFs. Recommendations include reviewing Deny Flight/Provide Promise in the course of developing multinational and combined doctrine.

Rwanda. The U.S. European Command (EUCOM) AAR for Operation Distant Runner, the Rwandan noncombatant evacuation operation (NEO), is a superb example of comprehensive, useful, and timely lessons learned. In addition to the AAR required by the Joint Staff, EUCOM published a booklet containing an executive summary of major lessons, chronology of events, and listing of the eight Joint Universal Lessons Learned (JULLs) through both the EUCOM Center for Lessons Learned and CJCS JULLS database. In addition to mission statements the report presents key NEO actions and participants. Lesson topics include satellite communications with embassy staff, diplomatic clearance, liaison officers, USKAT 1949 keymat for deployed units, shipboard material such as maps, and joint crisis action planning methodology.

Asia-Pacific. In December 1994 a team fielded by the Exercise and Analysis Division (J-7) helped U.S. Pacific Command (PACOM) evaluate joint exercises and observe JFACC operations aboard a carrier. While this was the second time a Tandem Thrust exercise placed the JFACC on a carrier, it was the first comprehensive test during a fully developed field training exercise. Part of a well established PACOM JTF training program, Tandem Thrust '95 had an independent JFACC (not a dual-hatted

service component commander) on *USS Kitty Hawk*, which released a roughly 200-sortie per day air tasking order with a 50-target set. While Ocean Venture '93 and Tandem Thrust '93 utilized sea-based JFACCs with their CJTFs aboard *USS Mount Whitney* and *USS Blue Ridge*, respectively, putting JFACCs on carriers raises questions of connectivity, berthing, and synergy because they are not collocated with the CJTF and Joint Targeting Coordination Board (the naval forces component commander was also embarked on *USS Kitty Hawk*).

For the JFACC, operating from a carrier was successful and highlighted the importance of functional component commanders maintaining independence by not blurring the responsibilities associated with dual-hatting service component staffs. Overall, C⁴I aspects of the exercise went smoothly and, though some off-loading occurred, berthing did not pose a significant problem. While most off-loading was done for the convenience of the exercise, in a large-scale operation alternate berthing arrangements may be needed to accommodate added staff and a full air wing. Other joint issues raised during Tandem Thrust '95 included synchronizing the air tasking order cycle with a CJTF apportionment decision, ensuring full input from component commanders, and operating in a real-world environment for effective joint training.

As in Provide Promise/Deny Flight, joint pubs were generally unavailable for reference, compounding the situation found across warfighting CINCs that joint doctrine often does not reach service component staffs—although this is the level from which combatant commanders normally draw their CJTFs and core staffs. (To counter this problem the Joint Staff is implementing a push-down distribution system to ensure that warfighters get joint pubs.)

Under the FY94 CJCS Evaluation Program, the Exercise and Analysis Division (J-7) also observed ULCHI Focus Lens '94, a major command post exercise. CINCPAC delegated exercise planning, execution,

and evaluation to CINC Combined Forces Command/U.S. Forces Korea. The areas observed were war planning, exercise execution and design, combined air operations, C⁴I/GCCS, theater missile defense, logistics, and compliance with joint doctrine. The joint issues addressed in a secret CJCS Summary Observation Report include exercise simulations, Patriot fire unit employment, Contingency Tactical Air Control Automated Planning System terminals and operator training, and the Combined Air Component Command's use of draft standard operating procedures. Again joint doctrine publications were largely unavailable at various headquarters. Though force commanders operating as part of a multinational command should follow doctrine and guidance ratified by the United States, the use of terms and procedures that deviate from joint doctrine causes confusion for non-theater personnel augmenting theater forces. Since most contingencies require augmenting forces, many of the benefits of standardized joint training are negated when commands employ non-joint terminology and procedures. Under CJCS statutory authority, guidance contained in joint doctrine is authoritative and will be followed unless, in the judgment of a commander, exceptional circumstances dictate otherwise.

— Contributed by
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Education

SUN TZU WANTS YOU!

To stimulate innovative thinking on information warfare, the National Defense University Foundation is sponsoring the Sun Tzu Art of War Award for writing on all aspects of information warfare. Topics can range from measures that prohibit

adversaries from exploiting information to those that ensure integrity, availability, and interoperability of friendly information assets. Entries with a strategic or operational emphasis are particularly encouraged.

The competition is open internationally to military personnel and civilians. Unclassified as well as classified entries are accepted. Winners will receive prizes of \$500 for papers and \$1,000 for monographs. Entries in this year's competition must be received no later than April 15.

For further details contact Robert E. Neilson at (202) 287-9330 or on Internet at neilson@ndu.edu or by writing the Information Resources Management College, National Defense University, Fort Lesley J. McNair, Washington, D.C. 20319-6000.

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CALL FOR AUTHORS

Acquisition Review Quarterly, the professional journal of the acquisition corps, is soliciting papers reflecting scholarly examination, disciplined research, or supported empirical experience in the field of defense acquisition. In addition, articles on defense acquisition policy will be accepted. Consult the journal for style guidelines or contact the Defense Systems Management College Press directly at (703) 805-2892 [FAX: (703) 805-3856] for a copy of the guidelines.

The journal also is seeking referees. Interested parties should forward a short biography citing credentials in acquisition, publications, and research together with name, address, telephone and FAX numbers, and Internet address to *Acquisition Review Quarterly*, Defense Acquisition University, 2001 North Beauregard Street (Room 420), Alexandria, Virginia 22311.

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JFQuarterly Survey of Joint Literature

BOOKS

Michael D. Doubler. *Closing with the Enemy: How GIs Fought the War in Europe, 1944-1945*. Lawrence: University Press of Kansas, 1994. 354 pp. \$40.00. [ISBN 0-7006-0675-0]

Michael R. Gordon and Bernard E. Trainor. *The Generals' War: The Inside Story of the Conflict in the Gulf*. Boston: Little, Brown and Company, 1995. 551 pp. \$27.95. [ISBN 0-316-32172-9]

Dennis S. Ippolito. *Blunting the Sword: Budget Policy and the Future of Defense*. Institute for National Strategic Studies. Washington: National Defense University Press, 1994. 185 pp. \$7.00. [ISBN 0-16-045229-5]

The Big "L" in World War II

The Industrial College of the Armed Forces and the 50th Anniversary of World War II Commemoration Committee are cosponsoring a symposium on wartime logistics on June 13, 1995 at the National Defense University, Fort McNair, Washington, D.C. Papers will be presented by scholars and specialists on issues relating to industrial mobilization, acquisition, national economic policy, infrastructure construction, Lend-Lease, and joint logistics at the theater level.

This event will focus on the pivotal role of logistics in the grand strategy of World War II. For details on registration, please contact COL Ross at (202) 475-0986/DSN 335-0986.



*The Dock
(Port of Spain,
West Indies, 1943).*

Painting by James Turnbull (Courtesy of U.S. Army Art Collection)

Paul D. Mather. *M.I.A.: Accounting for the Missing in Southeast Asia*. Institute for National Strategic Studies. Washington: National Defense University Press, 1994. 207 pp. \$9.50. [ISBN 0-16-036391-8]

Stephen J. McNamara. *Air Power's Gordian Knot: Centralized versus Organic Control*. Maxwell Air Force Base, Ala.: Air University Press, August 1994. 191 pp.

Williamson Murray, MacGregor Knox, and Alvin H. Bernstein, editors. *The Making of Strategy: Rulers, States, and War*. Cambridge: Cambridge University Press, 1994. 680 pp. \$34.95. [ISBN 0-521-45389-5]

James H. Toner. *True Faith and Allegiance: The Burden of Military Ethics*. Lexington: The University of Kentucky Press, 1995. 202 pp. \$25.00. [ISBN 0-8131-1881-6]

MONOGRAPHS AND PROCEEDINGS

Center for Advanced Command Concepts and Technology. *Command and Control in Peace Operations*. Workshop no. 2. Institute for National Strategic Studies. Washington: National Defense University Press, December 1994. 12 pp.

Norman B. Hutcherson. *Command and Control Warfare: Putting Another Tool in the War-Fighter's Data Base*. Research report no. AU-ARI-94-1. Maxwell Air Force Base, Ala.: Air University Press, September 1994. 63 pp.

James G. Lee. *Counterspace Operations for Information Dominance*. Maxwell Air Force Base, Ala.: Air University Press, October 1994. 43 pp.

Ralph E. McDonald. *Cohesion: The Key to Special Operations Teamwork*. Research report no. AU-ARI-94-2. Maxwell Air Force Base, Ala.: Air University Press, October 1994. 90 pp.

Fariborz L. Mokhtari, editor. *Peacemaking, Peacekeeping and Coalition Warfare: The Future Role of the United Nations*. Proceedings of a conference cosponsored by the

National Defense University and Norwich University. Washington: Institute for National Strategic Studies, National Defense University, 1994. 293 pp.

ARTICLES

A.J. Bacevich, "The Use of Force in Our Time," *The Wilson Quarterly*, vol. 19, no. 1 (Winter 1995), pp. 50-63.

John R. Ballard, "Marines Can Be Joint to the Core," *U.S. Naval Institute Proceedings*, vol. 120, no. 11 (November 1994), pp. 30-33.

Richard K. Betts, "The Delusion of Impartial Intervention," *Foreign Affairs*, vol. 73, no. 6 (November/December 1994), pp. 20-33.

John L. Clarke, "Which Forces for What Peace Ops?" *U.S. Naval Institute Proceedings*, vol. 121, no. 2 (February 1995), pp. 46-48.

Eliot A. Cohen, "What To Do About National Defense," *Commentary*, vol. 98, no. 5 (November 1994), pp. 21-32.

John H. Dalton et al., "Forward . . . From the Sea," *U.S. Naval Institute Proceedings*, vol. 120, no. 12 (December 1994), pp. 46-49.

Wayne Danzig, "Coalition Forces in the Korean War," *Naval War College Review*, vol. 48, no. 1 (Winter 1995), pp. 25-39.

Jonathan T. Dworken, "Rules of Engagement: Lessons from Restore Hope," *Military Review*, vol. 74, no. 9 (September 1994), pp. 26-34.

———, "What's So Special about Humanitarian Operations?" *Comparative Strategy*, vol. 13, no. 4 (October-December 1994), pp. 391-99.

Donald D. Gabrielson, "We Need Joint Data Fusion Centers," *U.S. Naval Institute Proceedings*, vol. 121, no. 1 (January 1995), pp. 66-68.

Stephen T. Ganyard, "Where Air Power Fails," *U.S. Naval Institute Proceedings*, vol. 121, no. 1 (January 1995), pp. 36-39.

Douglas Johnson and Steven Metz, "Civil-Military Relations in the United States: The State of the Debate," *The Washington Quarterly*, vol. 18, no. 1 (Winter 1995), pp. 197-213.

Terry J. McKearney, "Rethinking the Joint Task Force," *U.S. Naval Institute Proceedings*, vol. 120, no. 11 (November 1994), pp. 54-57.

Jeffrey McManus, "Develop a Joint Data Link," *U.S. Naval Institute Proceedings*, vol. 121, no. 1 (January 1995), pp. 64-66.

Paul David Miller, "U.S. Atlantic Command: Focusing on the Future," *Military Review*, vol. 74, no. 9 (September 1994), pp. 5-11.

Allan R. Millett, "Why the Army and the Marine Corps Should Be Friends," *Parameters*, vol. 24, no. 4 (Winter 1994-95), pp. 30-40.

Robert J. Muise, "Cleansing Maneuver Warfare Doctrine," *U.S. Naval Institute Proceedings*, vol. 120, no. 11 (November 1994), pp. 47-49.

Juan C. Neves, "Interoperability in Multinational Coalitions: Lessons from the Persian Gulf War," *Naval War College Review*, vol. 48, no. 1 (Winter 1995), pp. 50-62.

Kevin E. Pollock, "Desert Storm Taught Us Something," *U.S. Naval Institute Proceedings*, vol. 121, no. 1 (January 1995), pp. 68-69.

James J. Schneider, "War Plan Rainbow 5," *Defense Analysis*, vol. 10, no. 3 (December 1994), pp. 285-304.

Martin N. Stanton, "Task Force 2-87, Lessons from Restore Hope," *Military Review*, vol. 74, no. 9 (September 1994), pp. 35-41.

DOCUMENTS

Joint Chiefs of Staff. *Joint Doctrine Capstone and Keystone Primer*. Washington: Government Printing Office, July 15, 1994. 56 pp.

Joint Chiefs of Staff. *User's Guide for Joint Operation Planning*. Washington: Government Printing Office, September 11, 1994. 33 pp.

Naval Doctrine Command. *Naval Doctrine Publication 2. Naval Intelligence*. Washington: Government Printing Office, September 1994. 68 pp. **JFQ**

JFQ lists recent selected titles of interest to its readers. Publishers are asked to forward new works to the Editor.