



JOINT REQUIREMENTS  
OVERSIGHT COUNCIL

THE JOINT STAFF  
WASHINGTON, D.C. 20318-8000

JROCM 060-04  
8 Apr 2004

## MEMORANDUM FOR THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Subject: Joint Functional Concepts (JFC) Validation

1. The Joint Requirements Oversight Council (JROC) validated the enclosed capabilities and attributes with definitions for the five initial JFCs (Battlespace Awareness (BA), Command and Control (C2), Focused Logistics, Protection, and Force Application (FA)). These concepts form the foundation for four key areas: 1) providing the measurement framework for evaluating joint initiatives and conducting analyses in support of the Joint Capabilities Integration and Development System; 2) generating thought and discussion about new methods of performing joint functions across the Range of Military Operations; 3) providing the conceptual framework for developing integrated architectures used for analyzing joint capabilities; and 4) providing a focus for future joint experiments and exercises. Furthermore, the capabilities and attributes identified in the JFCs are utilized in the development of the Joint Integrating Concepts. Together, the family of joint concepts provide the level of detail necessary to influence both materiel and non-materiel programmatic recommendations.
2. The JROC suggested that C2 might be composed of BA and Intelligence, Surveillance, and Reconnaissance, to solidify the link between intelligence and operations. The JROC directed the Joint Staff J-8 to explore ways to pull C2 and BA closer together so that data and information may be transformed into actionable knowledge.
3. The JROC initially recommended that an attribute of Joint Interdependence be added to the FA Functional Concept. The JROC is concerned with the issue of Joint Interdependence and its applicability to the family of joint concepts and views Joint Interdependence as an attribute that transcends all of the Functional Concepts. As a result, the JROC directed the Joint Staff J-7 to include Joint Interdependence and its associated definition as an attribute in the subsequent version of the capstone Joint Operations Concepts.

4. The JROC expressed concern with the integration of capability and attribute terminology within the family of joint concepts and directed the Joint Staff J-7 and J-8 to address and rectify terminology disparities in subsequent versions of the JFCs.

A handwritten signature in black ink, appearing to read "P. Pace".

PETER PACE  
General, United States Marine Corps  
Vice Chairman  
of the Joint Chiefs of Staff

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copy to:

Director for Force Structure, Resources, and Assessment (J-8), Joint Staff

Director for Operational Plans and Joint Force Development (J-7), Joint Staff

## **Battlespace Awareness Joint Functional Concept**

### 1. Capabilities:

- a. Command and control Battlespace Awareness assets.
- b. Execute collection.
- c. Exploit and analyze.
- d. Model/ simulate and forecast/predict.
- e. Manage knowledge (archive and share information).

### 2. Attributes and definitions:

- a. Information precision – Degree decision-maker is supported by understandable, relevant, appropriate information.
- b. Information quality – Level of accuracy and confidence associated with information.
- c. Information security – Level to which the information has been safeguarded.
- d. Information timeliness – Time between desire for information and receipt.
- e. Information sharing – Extent that information can be shared within the network.
- f. Reach – Measure of where and when effects associated with the system can be applied within the desired area.
- g. Persistence – Survival and staying power of the system.
- h. Agility – Speed of effect, redirection, responsiveness to, and discrimination of effect.
- i. Range/spectrum – Ability to use variety to achieve a particular objective.

## **Command and Control (C2) Joint Functional Concept**

### 1. Capabilities:

- a. Monitor and collect data.
- b. Develop situational understanding.
- c. Develop courses-of-action (COAs) and select one.
- d. Develop a plan.
- e. Execute the plan (including providing direction and leadership to subordinates).
- f. Monitor execution/ dynamically adapt as necessary.
- g. Execute the basic C2 process.
- h. Network.
- i. Share information.
- j. Interact.
- k. Develop shared awareness.
- l. Develop shared understanding.
- m. Decide in a collaborative environment.
- n. Synchronize.
- o. Execute the C2 collaborative process.

### 2. Attributes and definitions:

- a. Superior decision-making – Leadership and supporting capability to generate COAs, identify selection criteria, assess alternatives, and decide.
- b. Shared understanding – Common appreciation of the situation, supported by common information, to enable rapid collaborative joint engagement, maneuver, and support.
- c. Flexible synchronization – Discretion to execute a range of control

## **Command and Control (C2) Joint Functional Concept**

mechanisms, including self-synchronization, to achieve the commander's intent.

d. Simultaneous C2 processes – Capability for parallel C2 processes for monitoring and understanding the operating environment and synchronizing actions of assigned forces.

e. Dispersed C2 – Discretion to disperse joint C2 elements anywhere, without loss of effectiveness to meet mission requirements.

f. Responsive and tailorable organizations – Proficient, cohesive, task-organized, and networked teams using common procedures capable of rapid planning and execution.

g. Full spectrum integration – Effective harmonization of Service, interagency, and multi-national partners into a unified force across echelon, mission and geographic boundaries.

h. Shared quality information – Relevant, accurate, current, and complete information, shared among C2 elements via a robust network, enabling shared understanding.

i. Robust networking – Interconnections among force elements that are dependable and survivable in the face of degradation and/or attack.

## **Focused Logistics Joint Functional Concept**

### 1. Capabilities:

- a. Joint deployment and rapid distribution.
- b. Agile sustainment.
- c. Operational engineering.
- d. Multinational logistics.
- e. Force health protection.
- f. Logistics information fusion.
- g. Joint theater logistics management.

### 2. Attributes and definitions:

a. Fully integrated – Fully integrated elements with all functions and capabilities focused toward a unified purpose.

b. Expeditionary – Rapidly deployable, employable, and sustainable throughout the global battlespace regardless of anti-access, or area-denial environments, independent of existing infrastructure.

c. Networked – Linked and synchronized in time and purpose, capable of capitalizing on information and near-simultaneous dissemination to turn information into actions through a common operating picture.

d. Decentralized – Operate with shared knowledge of adversaries, friendly forces, and the environment, as well as a clear understanding of strategic objectives and commander's intent.

e. Adaptable – Versatile, agile, tailorable, and scalable, able to adapt fundamental capabilities in a multi-use manner, and prepared to quickly respond to any contingency with the appropriate force mix.

f. Decision superiority – Arrive at and implement better-informed decisions faster than an adversary can react which allows the force to shape the situation.

g. Effective – Meet warfighter logistics support requirements to specified requirements.

## **Focused Logistics Joint Functional Concept**

h. Reliable – Consistently meet warfighter logistics support requirements.

i. Affordable – Provide warfighter with effective and reliable support capability within specified level of resources.

## **Protection Joint Functional Concept**

### 1. Capabilities:

- a. Protect personnel.
- b. Protect physical assets.
- c. Protect information.

### 2. Attributes and definitions:

a. Fully integrated – All protection component capabilities, along with DOD- and Interagency-level capabilities, must be joint, synchronized and integrated into a focused effort with a unified purpose.

b. Networked – Protection components must be linked and synchronized in time and space to allow dispersed forces to communicate, maneuver, and share a common operating picture.

c. Persistence – Protection components must be able to operate and survive within their environment, providing mission assurance and continuity of operations.

d. Effective – Protection components must bring to bear the capabilities required to prevent/deter, dissuade, defeat or, if necessary, mitigate the effects of an attack.

## **Force Application (FA) Joint Functional Concept**

### 1. Capabilities:

a. The overarching FA capability is the integrated use of maneuver and engagement to create the effects necessary to achieve assigned mission objectives.

b. The ability to move (ground/air/sea/space...) forces (rapidly/over strategic and/or operational distances/throughout the battlespace/at will...) to create effects.

c. The ability to engage (moving targets/fixed targets/mobile targets/hard and deeply buried targets/heavily defended targets/urban targets/airborne targets/civilian populations/neutrals...)(in all weather/rapidly/effectively/throughout the battlespace...) with (kinetic/non-kinetic) means to create effects.

### 2. Attributes and definitions:

a. Lethal – Create desired effects using destructive capabilities.

b. Non-lethal – Create desired effects using incapacitating, non-fatal capabilities.

c. Synchronized – Simultaneously/sequentially integrate FA activities across levels of war, vs. multiple targets, throughout the battlespace.

d. Discriminating – Limit collateral damage and undesirable second-order consequences of FA.

e. Predictive – Accurately estimate the effects of FA.

f. Streamlined C2 – Rapidly make and disseminate decisions.

g. Networked – Force is widely connected to/by information networks.

h. Tailorable – Rapidly compose an appropriate force and scale it to fit mission.

i. Agile – Apply force, rapidly across strategic distances and operationally/ tactically at will through all battlespace domains.

j. Tactically dominant – Overmatch enemy and dominate all encounters in the battlespace.

## **Force Application (FA) Joint Functional Concept**

k. Persistent – Apply force discriminately, continuously and indefinitely if needed.

l. Survivable – Continue to function during and after an engagement, minimize blue losses.