



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7
DISTRIBUTION: A, B, C, S

CJCSI 3210.06A
25 September 2015

IRREGULAR WARFARE

Reference(s):

See Enclosure E for References.

1. Purpose. This instruction establishes responsibilities to develop capabilities and capacities to conduct Irregular Warfare (IW) activities, those security force assistance (SFA) activities that support IW core activities, and counter threat finance (CTF) activities for IW in accordance with references a, b, and c.
2. Superseded/Cancellation. CJCSI 3210.06, 10 June 2010, "Irregular Warfare," is superseded by this publication.
3. Applicability. This instruction applies to Joint Staff (JS), Services, Defense agencies, Combatant Commands (CCMDs), Service and Joint schools, the National Guard Bureau (NGB), Department of Defense (DoD) field activities, and all other organizational entities within the Department (referred to collectively in this directive as the "DoD Components"). This instruction is applicable to the United States Coast Guard (USCG) in accordance with reference d, and informative for other United States Government (USG) agencies.
4. Summary. This instruction provides direction and guidance for implementation of references a, and portions of b and c. It:
 - a. Establishes policy for and the retention and development of capabilities relevant to IW across all DoD Components;
 - b. Establishes policy for development of DoD contributions to a comprehensive approach to IW; and
 - c. Specifies IW responsibilities for the following:
 - (1) Joint Staff
 - (2) Combatant Commands

- (3) Services
- (4) U.S. Coast Guard
- (5) National Guard Bureau

5. Policy. Consistent with reference a and guidance articulated in reference e, the Services and CCMDs will coordinate with combat support agencies to integrate and de-conflict concepts and IW capabilities across all DoD activities including doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P); analyses; exercises; experiments; and applicable strategies and plans. The results of these efforts will influence planning, programming, budgeting, and execution decisions to develop investment strategies that address capability and capacity requirements for IW activities and related SFA and CTF activities.

6. Definitions. See Glossary.

7. Responsibilities. See Enclosure A.

8. Summary of Changes. This instruction has been modified to:

a. Account for the disestablishment of U.S. Joint Forces Command (USJFCOM) and the USJFCOM functions reassigned to the Joint Staff.

b. Incorporate changes to the Chairman of the Joint Chiefs of Staff (CJCS) Joint IW Assessment. Note: The separate special operations and general purpose forces assessments are canceled and combined into one biennial CJCS Joint IW Assessment. The focus of the assessment is joint force capability and capacity to execute IW activities. This assessment will also include relevant SFA and CTF capabilities.

c. Add the responsibilities of JS J-2 as the synchronizer for assessing the strategic environment per reference f.

d. Include IW-relevant SFA and CTF tasks per references b and c.

e. Reflect the establishment of the IW and SFA Executive Steering Committee (ESC) to meet guidance in reference a.

f. Recognize the Joint Center for International Security Force Assistance (JCISFA) as a Chairman's Controlled Activity (CCA) (See reference g).

g. Recognize the Joint Information Operations Warfare Center (JIOWC) as a CCA. (See reference h).

h. Include the IW responsibilities of the Joint Personnel Recovery Agency (JPRA).


i. Reflect changes in CJCSI 3010.02 series, reference i.

j. Recognize United States Special Operations Command (USSOCOM) responsibilities as the designated joint proponent for Civil Affairs (CA) and Military Information Support Operations (MISO).

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: [http://www.dtic.mil/cjcs_directives/]. JS activities may also obtain access via the SIPR Directives Electronic Library Websites.

9. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:


WILLIAM C. MAYVILLE JR.
LTG, USA
Director, Joint Staff

Enclosures

- A - Responsibilities
- B - DoD Regional Proficiency Guidelines
- C - IW-Relevant Skills and Experience
- D - CJCS Joint IW Assessment
- E - References
- GL - Glossary

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ENCLOSURE A
RESPONSIBILITIES

1. Joint Staff

a. J-1

(1) Cooperate with the Services, NGB, USSOCOM, and the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) in their development of programs and policies to promote career paths that attract and retain personnel with IW and relevant SFA and CTF skills and experience. Such skills include foreign language, regional expertise, cultural knowledge and understanding, and experience or expertise in training, advising, and assisting foreign security forces (FSF) and institutions.

(2) In coordination with OUSD(P&R), provide advice and guidance on promotion of IW and relevant SFA and CTF knowledge, skills, and experience to DoD military and civilian personnel to ensure the most efficient use of limited resources. Promote opportunities that advance unified action, such as participation in training or rotational assignment with USG agencies, foreign security partners, international organizations, and through participation in non-DoD sponsored education and training.

(3) Review biennial CJCS Joint IW Assessment and joint capability development efforts, to include the Service and USSOCOM programs and initiatives that address IW manpower-related requirements, including considerations for SFA and CTF requirements that are relevant to IW.

(4) In coordination with the Services, USSOCOM, NGB, and OUSD(P&R), establish IW and relevant SFA and CTF foreign language, regional expertise, and cultural proficiency standards/readiness criteria for personnel and units. This includes experience or expertise in training, advising, and assisting FSF and institutions.

(5) Provide subject-matter expertise on joint manpower issues that may affect the ability of DoD to execute the tasks articulated in references a, b, and c.

(6) Participate in the IW and SFA ESC and subordinate working groups as required, in accordance with reference j.

b. J-2

(1) Provide to the Office of the Under Secretary of Defense for Intelligence (OUSD (I)) an assessment of DoD intelligence, surveillance, and reconnaissance capabilities and capacities that support IW.

(2) In coordination with Defense Intelligence Agency (DIA), manage the development of analytical intelligence models, tools, and data to provide intelligence support for IW, including relevant SFA and CTF requirements.

(3) Coordinate with the National Geospatial-Intelligence Agency and DIA to obtain regional and global projected activity patterns for analyzing social networks.

(4) In conjunction with the Combatant Commanders (CCDRs), JS J-3, and OUSD(I), recommend capabilities to find, fix, target, track, engage, and assess state and nonstate networks, cells, and individuals to support, enable, co-opt or neutralize their influence and operational capacities.

(5) Working with the OUSD(I), JS J-1, and OUSD(P&R), advocate for policies that attract and retain personnel with IW and relevant SFA and CTF skills.

(6) In coordination with OUSD(I); the Office of the Under Secretary of Defense for Policy (OUSD(P)); the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L)); JS J-3; and JS J-5, incorporate social and behavioral science disciplines into the development of DoD strategies and plans.

(7) In accordance with strategic guidance documents, recommend improvements in all-source intelligence acquisition and analysis to better identify and characterize irregular threats from state and nonstate actors.

(8) With support from DIA, the Geographic CCMDs, USSOCOM, JS J-7 and JS J-8 will employ existing capabilities and develop new capabilities required to enable the production of environmental assessments. Capability should incorporate a research function, analysis function, and data management function in order to institutionalize long-term analysis, assessment, and understanding and to assist planners in the development of the Guidance for Employment of the Force, campaign plans, and other strategic guidance. This capability should support the analysis, fusion, and dissemination of environmental assessment products. Ensure the analysis produced is distributed regionally and globally.

(9) In coordination with the DIA and the broader DoD intelligence enterprise, assume the synchronization role for the development of an integrated assessment of the global strategic environment, in accordance with

reference f. Integrate this assessment into the annual Joint Intelligence Estimate.

(10) Participate in the biennial CJCS Joint IW Assessment and joint capability development efforts assessing Service and USSOCOM programs and initiatives that address IW intelligence requirements.

(11) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

c. J-3

(1) Review, staff, and incorporate the biennial CJCS Joint IW Assessments into the Joint Combat Capability Assessment (JCCA) process.

(2) In conjunction with the CCDRs, OUSD(I), and JS J-2, prioritize efforts to find, fix, target, track, engage, and assess state and nonstate networks, cells, and individuals in order to support, enable, co-opt or neutralize their influence and operational capacities.

(3) In coordination with OUSD(I), OUSD(P), OUSD(AT&L), JS J-2 and JS J-5, incorporate knowledge from social and behavioral science disciplines into the development of DoD strategies and plans.

(4) In coordination with the Assistant Secretary of Defense for Public Affairs and CCDRs, advance the development and implementation of DoD's contribution to information strategies.

(5) In coordination with OUSD(P), the CCDRs, and JS J-5, and working in conjunction with other USG agencies, develop priorities for Security Cooperation Offices, Military Advisory Groups (MILGRPs), and DoD capabilities and programs tailored to assess, train, advise, and assist FSF and partners at the ministerial, service, operational, and tactical levels to ensure security in their sovereign territory, to contribute forces to operations elsewhere, or to support counterinsurgency operations.

(6) Review and contribute to the biennial CJCS Joint IW Assessment and joint capability development efforts focused on prioritization of capabilities and programs.

(7) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

(8) The JS Deputy Director for Global Operations (DDGO J-39), as the joint proponent for information operations (IO), carries out the associated responsibilities in accordance with reference h to include oversight of the JIOWC.

d. J-4

(1) In coordination with the Combatant Commands, Military Services, and the USCG, develop guidance and procedures to:

(a) Assess for sufficiency the development and use of appropriate analytical models, tools, and data to support logistics analysis of the Services and USSOCOM forces conducting IW and relevant SFA and CTF activities.

(b) Enhance the joint logistics processes and capability areas to provide logistics support to Services and USSOCOM forces conducting IW and relevant SFA and CTF activities.

(c) Enhance contracting support capabilities for IW and relevant SFA and CTF task force requirements.

(d) Develop engineering support and construction requirements for IW and relevant SFA and CTF task forces.

(e) Develop priorities for logistic capabilities and programs tailored to train, advise, and assist FSF and partners at the ministerial, service, operational, and tactical levels to ensure partners maintain sufficient logistics capabilities to support their own forces.

(f) Identify and provide access to planning and assessment models used by the USG and other entities to assist in developing comprehensive plans related to distributed operations and intra and inter-theater logistics.

(2) Review and contribute to the biennial CJCS Joint IW Assessment and joint capability development efforts assessing Service and USSOCOM programs and initiatives that address IW logistic-related requirements.

(3) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

e. J-5

(1) Support the (OUSD(P) efforts to advance the development and implementation of comprehensive-approach strategies across the range of military operations and oversee DoD contributions to those efforts. In coordination with the CCDRs, assist in the development of:

(a) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability across the range of military operations.

(b) Policies and plans to promote a secure international environment and build a sustainable, interoperable capacity of partners to address irregular security challenges.

(2) In conjunction with JS J-8 and CCDRs, support OUSD(P) to develop guidance for Security Cooperation Offices/MILGRPs, and DoD capabilities, and programs tailored to increase capability and capacity of FSF and partners at the ministerial, service, operational, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

(3) Assess the efficacy of current plans and policies that inform the Joint IW Assessment and Chairman's Risk Assessment (CRA) to facilitate determination of drivers of conflict/crisis amongst relevant populations at the regional level and country levels, prevent and/or pre-empt crisis/conflict, and prevent adversary exploitation of those drivers for popular support.

(4) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

f. J-6

(1) In coordination with the DoD Chief Information Officer (CIO), OUSD(AT&L), OUSD(P), CCDRs, and the JS J-3 annually set priorities for enhancing command, control, communication, and computer systems (C4) and cyberspace operations capabilities and architectures to support IW and relevant SFA and CTF activities across the range of military operations, and facilitate interoperability with joint, interagency, intergovernmental, and multinational (JIIM) partners, to include irregular partners in accordance with references k and l.

(2) In coordination with DoD CIO, JS J-7, and CCDRs, ensure IW and relevant SFA and CTF related C4/cyberspace capabilities are addressed throughout Joint Information Environment (JIE) and Mission Partner Environment (MPE) implementation.

(3) Review and contribute to the biennial CJCS Joint IW Assessment and USSOCOM joint capability development efforts assessing Service and USSOCOM programs and initiatives that address IW C4/cyberspace and adaptive planning requirements.

(4) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

g. J-7

(1) Advise the Chairman in his responsibilities as the principal military advisor to the Secretary of Defense for IW and SFA, and in conjunction with the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict (ASD(SO/LIC)), provide policy oversight and assist in oversight of Service training to ensure Services maintain IW capability and capacity so they are

equally effective in irregular and traditional warfare in alignment with Department strategy and CCMD requirements.

(2) Lead the collaborative development of joint standards for IW and relevant SFA training and readiness.

(3) In conjunction with CCDRs, the Services, and NGB develop and maintain the Universal Joint Task List (UJTL) for the selection of mission-essential tasks that support IW and relevant SFA and CTF activities.

(4) Establish policy and guidance for joint training using existing programs (e.g., the Joint Training System (JTS)) that meet CCDR IW and relevant SFA and CTF requirements, promote interoperability with relevant USG departments, agencies, multinational-civilian, and military organizations in accordance with references m and n.

(5) Administer the CJCS responsibilities for joint education, joint doctrine, joint training, and joint concept development; the capturing, processing, and dissemination of lessons learned; as well as Joint IW assessment to ensure the joint force is prepared to plan, conduct, and sustain campaigns involving IW and related SFA and CTF activities, including:

(a) The five core activities of IW.

(b) Additional key enablers, actors, and activities of IW:

1. Commander's communications synchronization with the whole-of-government strategic communications effort, information operations, civil-military operations, intelligence operations, counterintelligence operations, and support to law enforcement.

2. Sustained operational and intelligence preparation of the environment.

3. The unified action of interagency and multinational civilian and military organizations to support a foreign government or population in efforts against irregular threats.

4. Operations with and through FSF and supporting institutions to achieve objectives through IW and relevant SFA and CTF activities.

5. Security Cooperation Offices/MILGRPs established to develop and sustain long-term, personal relationships with key host-nation personnel at the operational through ministerial levels.

(6) Record IW and relevant SFA and CTF observations and lessons in the Joint Lessons Learned Information System (JLLIS), in accordance with reference o, to enable organizations to collaboratively manage and disseminate lessons learned across the entire joint force and interagency environment.

(7) In accordance with reference p, incorporate IW and relevant SFA and CTF lessons learned and best practices into joint doctrine, education, training, and concepts in coordination with the CCDRs and the Services.

(8) In accordance with references q and r, ensure IW learning objectives are appropriately incorporated into Joint Professional Military Education (JPME) curricula.

(9) Biennially, in coordination with the Joint Staff, Services, NGB, CCMDs, and other DoD Components, assess IW and relevant SFA and CTF capabilities based on Department strategy and CCMD needs, and assess Service capability and capacity to conduct activities necessary to implement CCMD campaign and contingency plans related to IW and relevant SFA and CTF activities. Coordinate with the JS J-5 to ensure the CJCS Joint IW Assessment findings are completed to inform the development of the CRA.

(10) With ASD(SO/LIC), chair the IW and SFA ESC and subordinate working groups, leading efforts to institutionalize and integrate IW and relevant SFA and CTF capabilities, in accordance with reference a.

(11) Provide oversight of the JCISFA as a CCA (see reference g).

h. J-8

(1) With the Director, Cost Assessment and Program Evaluation (CAPE), and in coordination with DoD Components and the USCG, manage the development and use of appropriate analytical models, tools, and data to support the analysis of the joint force capabilities for IW, and relevant SFA and CTF capabilities.

(2) Facilitate Joint Requirements Oversight Council (JROC) identification, assessment, and validation of DOTMLPF-P capability gaps with IW applications and coordinate with appropriate capability developers to mitigate shortfalls through the Joint Capabilities Integration and Development Systems (JCIDS) process in accordance with reference l.

(3) In coordination with ASD(SO/LIC) and the Director, CAPE, assess Services' force planning for a range of IW scenarios across the range of military operations.

(4) Facilitate JROC identification, assessment, and validation of IW capability gaps submitted as integrated priority lists (IPLs) as part of the JROC capability gap assessment in accordance with reference s. Provide IPLs to the

JS J-7 to support the development of focus areas for the biennial Joint IW Assessment.

(5) In coordination with JS J-7, identify opportunities to improve the process to rapidly identify, develop, employ, and transition nonstandard capabilities. In coordination with OUSD(AT&L), establish an Irregular Warfare Senior Technical Advisory Group (IW-STAG) to provide analysis of nonstandard capabilities and assist with prioritization of future development, improvement, and sustainment of nonstandard capabilities.

(6) Review and contribute guidance on capability development and force structure integration to inform the biennial CJCS Joint IW Assessment and USSOCOM joint capability development efforts.

(7) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

i. Chairman's Controlled Activities

(1) JCISFA

(a) Report to the Chairman through the JS J-7.

(b) Capture and analyze SFA lessons learned from contemporary and historical operations in order to advise CCMDs and Military Departments on appropriate doctrine; best practices; and proven tactics, techniques, and procedures (TTPs) to prepare for and conduct SFA missions.

(c) Serve as the DoD focal point to provide advice and assistance for international SFA missions that includes the tasks to organize, train, equip, build/rebuild, and advise partner-nation security forces.

(d) Capture, analyze, and document joint SFA observations, insights, and lessons learned from contemporary and historical operations.

(e) Provide rapid response to advise and assist CCMDs and Military Departments on SFA doctrine, best practices, and proven TTPs for planning and implementation of emerging SFA efforts, specific to the organizing, training, and equipping of FSF (which include military, police, and border security forces) and the building or rebuilding of their security infrastructure and supporting institutions.

(f) Advise and assist other nations or multinational organizations that are conducting SFA missions as part of a larger regional engagement strategy.

(g) Provide analytical and technical support to assess capability and readiness gaps in warfighting areas where the JCISFA expertise applies.

(h) Advise and assist other U.S. Government departments and agencies in SFA doctrine, best practices, and proven TTPs to prepare for, and conduct, SFA missions.

(i) Support the JS J-7, as required, in the development of the CJCS Joint IW Assessment.

b. JIOWC

(1) Report to the JS, Director for Operations (J-3) via DDGO J-39.

(2) Support the J-39 in fulfilling the Joint Staff responsibilities as joint IO proponent, in accordance with reference h.

c. JPra

(1) Serve as the DoD personnel recovery (PR) office of primary responsibility.

(2) Report to the Chairman through the JS J-7.

(3) Collaborate with the DoD, interagency, and multinational partners to develop a PR capability to prevent, prepare for, and respond to an isolating event.

3. Combatant Command

a. All CCMDs

(1) Use existing plans and processes (e.g., Theater Strategy, Campaign Plans, Global Force Management process, standing operations plans (OPLANs), concept plans (CONPLANs), Base Plans, and Command Estimates) to identify IW requirements and report IW and relevant SFA and CTF capability and capacity gaps in the annual Comprehensive Joint Assessment (CJA) survey.

(2) Incorporate IW and relevant SFA and CTF tasks, concepts, and lessons learned into training, modeling, simulations, exercises, and planning.

(3) Advise ASD(SO/LIC) and the Chairman on capacity and capability requirements to implement campaign, operational, and contingency plans relevant to IW.

(4) Incorporate IW requirements into the current resourcing process of GCC/JCS threat assessment, risk assessment, and resource requirements identification process in order to inform the CRA.

(5) Participate in capability based planning and development efforts to identify IW requirements via existing processes such as IPLs, Joint Urgent Operational Need statements, and Capability Based Assessments.

(6) In coordination with the CJCS, OUSD(P), OUSD(I), the Secretaries of the Military Departments, and the DoD CIO, provide policy and capabilities requirements to support information and intelligence sharing with JIIM mission partners.

(7) Recommend DOTMLPF-P changes to the Chairman; the Commander, USSOCOM; and the Secretaries of the Military Departments to implement aligned best practices across the Services.

(8) Assist the JS J-7 with the collaborative development of joint standards for IW and relevant SFA and CTF Service training and readiness.

(9) Assist the JS J-7 to prepare the CJCS Joint IW Assessment of Service capability and capacity to conduct activities necessary to implement CCMD campaign and contingency plans related to IW.

(10) Develop CCMD-specific training as required and ensure consistency with joint IW and relevant SFA and CTF training standards.

(11) Utilize JLLIS to record IW and relevant SFA and CTF observations and lessons to enable organizations to collaboratively manage and disseminate lessons learned across the entire Joint Force and interagency, in accordance with reference o.

(12) Utilize the Joint Strategic Planning System to:

(a) Ensure planning considerations include programs tailored to assess, train, advise, and assist FSF and partners at the ministerial, service, operational, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

(b) Identify and initiate DOTMLPF-P change recommendations in accordance with reference l.

(13) In coordination with the Chairman and in support of OUSD(P) initiatives, assist in the development of:

(a) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability across the range of military operations.

(b) Policies and plans to promote a secure international environment and build the sustainable, interoperable capacity of partners to address irregular security challenges.

(c) Strategies that support interagency goals and leverage interagency capabilities.

(14) Coordinate with USCG on IW and relevant SFA and CTF activities, as appropriate.

(15) Participate in the IW and SFA ESC and subordinate working groups, in accordance with reference j.

b. USSOCOM

(1) In addition to the applicable responsibilities enumerated for all CCMDs, assist the JS J-7 by coordinating the development of those aspects of special operations forces (SOF) doctrine relevant to IW.

(2) Contribute to the integration of IW and relevant SFA and CTF SOF and conventional forces (CF) doctrine into joint doctrine in accordance with reference p.

(3) Lead the development of SOF IW and relevant SFA and CTF training and education standards for individuals and units with the OUSD(P&R), the JS J-7, and the Services.

(4) Maintain and advance SOF capabilities for extending U.S. reach into denied areas and uncertain environments.

(5) Improve SOF and applicable conventional force capabilities to conduct COIN, CT, FID, UW, Civil-Military Operations, and Military Information Support Operations.

(6) Improve proficiency in operating with and through foreign forces, and by conducting low-visibility operations, when large scale application of military power is unauthorized or inappropriate.

(7) In coordination with the CCMDs, the Secretaries of the Military Departments, and the Chairman, lead the identification of joint IW and relevant SFA and CTF capabilities and recommend priorities for capability development to the JROC.

(8) Designate a representative to the IW and SFA ESC who is accountable for discharging the responsibilities delineated in this instruction, and has the ability to describe USSOCOM IW capability, the associated manpower, and funding.

(9) Coordinate with the Combatant Commands, JS J-7, and JS J-8 to integrate SOF aspects of IW into joint exercises and wargames.

(10) Inform ASD (SO/LIC) and the JS J-7 on SOF capability and capacity to meet requirements across the range of military operations. Additionally, USSOCOM will coordinate with the Joint Staff, Services, and NGB to ensure that scalable GPF-enabler support requirements are sustainable to meet enduring Combatant Command campaign plan implementation.

(11) In coordination with Service Force Modernization and Branch Proponents, USSOCOM executes joint proponent responsibilities for CA and MISO ensuring multi-Service and multi-Component CA and MISO forces are prepared to execute their missions in support of Conventional and SOF IW and relevant SFA and CTF activities.

c. USSTRATCOM will execute responsibilities enumerated for all CCMDs as applicable. The CDR, USSTRATCOM also advises and assists the Chairman concerning the development of cyberspace capabilities to counter irregular challenges or threats.

4. Services

a. All Services

(1) Where relevant, maintain scalable organizations capable of meeting strategic guidance and CCDR requirements to train, advise, assist, and equip FSF and security institutions (unilaterally or as part of civilian-military teams) in permissive, uncertain, and hostile environments, in accordance with reference a.

(2) Maintain the capability to, when directed and until indigenous, international, or U.S. civilian personnel can do so (reference a):

(a) Provide civil security within the relevant domain and areas of operation.

(b) Restore essential government function.

(c) Restore essential services.

(d) Repair key infrastructure necessary to government function and to sustain human life.

(e) Reform or rebuild indigenous security institutions.

(3) Coordinate with USCG on IW and relevant SFA and CTF activities, as appropriate, in accordance with reference a.

(4) Ensure IW training of deploying individuals and units is accomplished for operational conditions as established by CCDRS, in accordance with reference a. Specifically:

(a) Ensure curriculum in individual and unit training programs and Military Service schools prepare personnel for IW missions.

(b) Ensure Service schools develop basic and advanced education and training programs and courses as required that reflect joint IW doctrine and process and relevant aspects of SFA and CTF.

(5) Report IW and relevant SFA and CTF capability and capacity gaps in the annual CJA survey, in accordance with reference t.

(6) Report on identified IW and relevant SFA and CTF Joint or Military Service mission essential tasks with respect to assigned or directed missions through departmental readiness reporting systems. Existing readiness systems will evolve to support IW-relevant requirements.

(7) Measure and assess density and experience in IW and relevant SFA and CTF skills by tracking military and DoD civilian personnel with skills and experience relevant to IW to provide better visibility on DoD-wide capabilities for sourcing and identifying capability gaps to inform resolution of those gaps. Enclosure C is the joint baseline list of skills and experience to be tracked.

(8) Utilize JLLIS to record IW and relevant SFA and CTF observations and lessons to enable organizations to collaboratively manage and disseminate lessons learned across the entire joint force and interagency, in accordance with reference o.

(9) Designate a representative to participate in the IW and SFA ESC who is accountable for discharging the responsibilities delineated in this instruction. This representative should have the ability to describe Service IW and relevant SFA and CTF capability and the associated manpower and funding, in accordance with reference j.

(10) Review and contribute to the biennial CJCS Joint IW Assessment and joint capability development efforts by reporting capability and capacity of the Services to conduct activities necessary to implement CCDR campaign and contingency plans related to IW and relevant SFA and CTF activities, in accordance with reference a.

b. United States Army. In addition to the applicable responsibilities enumerated for the Services, as joint proponent for peacekeeping and stability operations (PKSO), ensure the imperative to maintain institutional knowledge and lessons pertaining to PKSO per reference u.

c. National Guard Bureau

(1) Support OUSD(P) and JCS in developing policy guidance to:

(a) Increase the capability and capacity of FSF and partners at ministerial, service, operational, and tactical levels to strengthen national and regional security (e.g., state partnership program (SPP), Joint Exercise Program (JEP)).

(b) Support Geographic CCDR requirements for IW and relevant SFA and CTF capabilities in regions and nations without Active Component presence. Also support Functional CCDR requirements for IW. This will include

joint planning support for campaign plans that may involve IW operations depending on the given situation.

(2) Support Geographic CCDRs in developing campaign plans and country-specific security cooperation sections (CSCSs) for each country where the Combatant Command intends to apply significant time, money, and effort:

(a) Using National Guard (NG) engagements to increase the capability and capacity of FSF and partners at the ministerial, service, operational, and tactical levels to strengthen national and regional security (e.g., SPP, JEP) in Phase 0 Shaping Operations.

(b) Identify NG support for IW in campaign plans.

(3) Source additional engagement activities as identified by CCDRs and/or U.S. Country Teams.

(4) Review and contribute to the biennial CJCS Joint IW Assessment and joint capability development efforts focused on providing priorities of capabilities and programs.

(5) Through the Secretaries of the Army and Air Force, maintain scalable organizations capable of meeting strategic guidance and CCDR requirements to train, advise, assist and equip FSF (unilaterally or as part of civil-military teams) in uncertain, semipermissive, and nonpermissive environments.

(6) Specifically, maintain the capability to, when directed or until indigenous, international or U.S. personnel are capable of doing so:

(a) Provide civil security.

(b) Restore essential government function.

(c) Restore essential services.

(d) Repair key infrastructure necessary to governmental function and to sustain human life.

(e) Reform or rebuild indigenous security installations.

(7) Review and contribute to the biennial IW survey and joint capability development efforts by reporting NG gaps in IW and relevant SFA and CTF capabilities and capacity necessary for the successful execution of CCDR CSCSs and campaign plans. Also review global campaign plans and synchronize similar NG equity requirements.

(8) Measure and assess density and experience in IW relevant skills by tracking both military and relevant civilian skill-sets, career fields and foreign language capability. Enclosure C is the baseline list of IW skills and experience that will be tracked.

(9) Participate in IW and SFA ESC and subordinate working groups, IAW reference j.

(10) In conjunction with the Army and Air Force Staffs, develop Universal Joint Tasks that support IW activities and relevant SFA and CTF capabilities.

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ENCLOSURE B

DOD REGIONAL PROFICIENCY GUIDELINES

Regional proficiency skill-level guidelines (Table 1) have been established in accordance with reference v. References w and x pertain to overall guidance. These guidelines are intended to provide DoD Components with benchmarks for identifying and assessing regional proficiency.

Table 1. Regional Proficiency Skill-Level Guidelines

Level	Description
Level 0+ Pre-Novice	<p>Aware of very basic facts about the country, region, or culture: location, size, neighboring countries, what language is primary, some facts about the government, major personalities, religions(s), some recent history. Knows some facts about the relationship between the region and the United States. Knows major social norms (e.g., “do’s and don’ts”). May have received familiarization training about the area. Total exposure to learning about the country, region, or culture is likely to have been brief, possibly immediately prior to assignment of arrival to the region. May have briefly visited the country or region, or have known someone from the culture. Needs assistance in understanding or dealing with nearly every situation involving the country or culture. May have basic communication skills such as a few common greetings in the primary language of the region and some other words or phrases such as: “How much?” or “Where is?” Will have difficulty understanding responses in the language if not accompanied by gestures and drawings.</p>
Level 1 Novice	<p>Limited exposure to the country, region, or area of specialization. <i>Less than 1 year of experience.</i> Knowledge comes from a combination of education/military experience, area studies, in-country assignments, travel, and specialized professional experience. Shows beginning ability to research and write summaries of events but has limited ability to explain why the events are significant. Has some level of proficiency related to a job that has relevance to a country, region, or issue but has very limited knowledge about the country, region, or issue (e.g., an F-16 mechanic who goes to Norway to work with Norwegian F-16 mechanics but knows very little about Norway). <i>Has a basic survival-level understanding of the culture(s) and may have equally basic communication skills in the predominant language(s).</i></p>
Level 2 Associate	<p>Has <i>1 to 2 years of experience</i> working in an area of specialization or focused on a country or region at least 50 percent of the time. Has a basic understanding of the region or country. May possess in-depth knowledge that is narrowly defined within a region. Unlikely to understand how specialized knowledge fits with larger regional issues (i.e., knows military threat but does not understand economic and political infrastructure implications). Can identify important events but cannot explain why the event occurred or what might happen because of the event. Writes summaries and may present focused briefings on a narrow area of specialization. Knowledge comes from a combination of education, military experience, area studies courses, in-country assignments, travel, and other education or professional experience. Has a limited understanding of culture(s). <i>May have an elementary communications skill including basic conversation ability in a language spoken in the country or region.</i></p>

<p>Level 3 Professional</p>	<p>Typically <i>2 to 4 years of experience</i> working in an area of specialization or focused on a country or region at least 75 percent of the time. Viewed as a knowledgeable and valuable resource for issues and trends particular to a region or area of specialization. Demonstrates in-depth understanding of a specific subject area and directly related factors that affect or influence that area. Has enough knowledge of the area to make judgments about it and back them up with arguments. Writes and presents overviews or focused briefings based on area of specialization. Knowledge comes from a combination of education, military experience, area studies courses, in-country assignments, travel, mentoring, and specialized professional experience. Cultural experience reflects the knowledge of someone who has lived in a region or country for 1 year or more; has been immersed in the culture. Likely to have an Interagency Language Roundtable (ILR) level 2+ to level 3 proficiency in at least one language spoken in the country or region.</p>
<p>Level 4 Senior Professional</p>	<p>Typically <i>4 to 7 years in specialized area</i>, in addition to general experience in a broader subject area. Has a deeper knowledge and understanding of most of the components of a region or country than many or even most natives of the country. Can create and defend novel viewpoints regarding the subject matter; knows the pros and cons of the viewpoints. Consistently identifies deficiencies that affect knowledge of the subject area; designs, advises, or implements appropriate solutions. Has experience initiating the development or drafting of requirements-related documents and takes the lead in responding to requirements levied by others. Has experience developing or drafting policy-related documents or providing major input to such documents. Has experience working directly with senior U.S. military officers or directly with senior U.S. country or regional policy officers on programs that significantly affect U.S. policy in a country or region. Routinely writes and delivers substantive briefings on aspects of the region or country. Knowledge comes from a combination of advanced graduate education, seminars, research, teaching, publishing, area studies courses, in-country assignments, travel, mentoring, and specialized professional experience. <i>Cultural experience and knowledge allow individual to blend easily in the culture. Almost always has ILR level 3 or higher proficiency in at least one of the languages spoken in the country or region.</i></p>
<p>Level 5 Expert</p>	<p>Has an in-depth, broad understanding of all aspects of the subject area with typically <i>more than 7 years of specialized experience</i>. Demonstrates deep understanding of issues and trends particular to an area of specialization. Anticipates problems or issues and develops solutions. Knows more than most educated people about the country or region and has a specialized knowledge of regional or country topics. Can discuss the political structure of the country in the context of abstract political theories, and can apply these theories to explain or assess behavior, or knows things about the structure most educated natives of the country would not know. Routinely writes and delivers authoritative papers and briefings to high-level officials on substantive and detailed subject areas. May have experience as a team leader or major contributor to a National Intelligence Estimate or country-specific security cooperation related to a region or country. May have experience leading a national-level country team or serving as the DoD senior member of a national-level country team developing policy related to a country or region. Knowledge comes from a combination of advanced post-graduate education, advanced research, teaching, publishing, seminars, in-country assignments, travel, and specialized professional experience. <i>Has the cultural knowledge of someone who is treated like a native by natives of the country; is considered very close to being their equal.</i> Only a few obscure, infrequent, or out-of-the-way practices would be unknown. Would probably function as a member of the educated elite of that country or region. <i>Almost always has ILR level 4 or higher proficiency in at least one of the languages spoken in the country or region.</i></p>

ENCLOSURE C

IW-RELEVANT SKILLS AND EXPERIENCE

Table 2 is the baseline list of IW skills and experience that will be tracked by Services and NGB through existing personnel reporting systems. This is a foundational list to support OUSD(P&R) tasks associated with IW and relevant SFA and CTF skills and experiences tracking and will be built upon by the Services. This will enable the Joint Force and the Services to readily access those with specialized skills and experience and assess gaps in those capabilities. The Joint Staff understands that not all Services will have the same equity in each skill and experience listed. Moreover, these skills are not limited to IW and can be necessary in traditional warfare.

Table 2. IW-Relevant Skills and Experience

American Embassy Assignment
Defense and Military Attaché
Security Assistance Officer
Civil Affairs - Service "All Ranks" Programs
Generalist
Functional
Counter Threat Finance Analyst
Customs Official/Immigration Officer
Defense Personnel Exchange Program (DPEP)
Military Personnel Exchange Program (MPEP)
Defense Intelligence Personnel Exchange Program (DIPEP)
Engineer or Tradesman (Licensed/Certified)
Explosive Ordnance Disposal Specialist
Foreign/Nonstandard Vessel Personnel
Foreign/Nonstandard Ship/Boat/Craft Mechanic or Engineer
Foreign/Nonstandard Ship/Boat/Craft Operator
Foreign/Nonstandard Aircraft Pilot
Foreign/Nonstandard Aircraft Mechanic
Hazardous Material (HAZMAT)/Military Environmental Response Operations
Socio-cultural Analysis-team Member
Behavioral Scientist
Cultural Anthropologist
Social Scientist
Political Scientist
Area Studies Specialist
Interagency Liaison Officer Assignment
Language Skilled Personnel/Language Professionals
Negotiator
Maritime Drug Interdiction
Maritime Platform Damage Control
Maritime Search and Rescue

Maritime Security Operations
Maritime Visit, Board, Search, and Seizure (VBSS)
Maritime Interception Operations (MIO)
Mediator
Multi-Purpose Canine Team Member/Handler
Network Analysis Specialist
Port Operations, Security, and Defense (POSD)
Personnel Recovery Specialist
Provincial Reconstruction Team (PRT) Member
Foreign Area Officer (FAO)/Regional Area Specialist (RAS)/Regional Area Officer (RAO)
Foreign Policy Advisor / International Affairs Specialist
Political Advisor (POLAD)/Pol-Mil Advisor/Political Affairs Officer
Rescue and Assistance to a Maritime Platform/Vessel
Riverine Operations
International Exchange Liaison Program
International Exchange Education Program
Security Assistance Training
AF Security Assistance Training Mobile Training Team
Extended Training Services Support Outside the Continental U.S. Advisory Assignment
Sensitive Site Exploitation
Document and Materiel Exploitation (DOMEX)
Biometrics Specialist
Chain of Custody Specialist
Explosive and Biohazard Residue Detection Technician
Special Operations Command training programs (MISO, CA)
Tactical Intelligence Support Team (TIST) Member
Information Operations
Military Deception
Special Technical Operations
Defense Support to Public Diplomacy
Commander's Communication Synchronization
Military Information Support Operations (MISO)
Public Affairs
Combat Camera
Joint Electromagnetic Spectrum Operations (JEMSO)
Legal System Specialist
Governance and Rule of Law
International Health
Law Enforcement
Legal Judicial System
Human Rights Law
International Law
Penal System
Public Administration Specialist
Urban Planning
Public Education
Public Health
Public Safety
Economic and Commerce
Civilian Supply
Economic Development
Banking

Food and Agriculture
Agribusiness Development
Public and Civil Information
IW/SFA/CTF Planner
Unconventional Warfare Specialist
Advisor to Indigenous Resistance Underground
Advisor to Indigenous Resistance Auxiliary
Advisor to Indigenous Guerrilla Force
Aviation Enterprise
Communications
Public Works and Utilities
Transportation
Special Functions
Cultural Relations
Fire and Rescue Emergency Services
Natural Resources Scientist/Engineer
Fisheries Specialist
Forestry Specialist
1 st and 2 nd Generation Citizen and Immigrants
Training, Advising and Assisting Host Nation (HN) Security Forces and Institutions Advisor
Training Teams (e.g., Military, Police, Border)
Engagement Teams (e.g., Military, Police, Border)
IW/SFA/CTF Planner
Unconventional Warfare Specialist
Advisor to Indigenous Resistance Underground
Advisor to Indigenous Resistance Auxiliary
Intelligence
All Source Intelligence Analyst
Geospatial Intelligence Analyst
Human Intelligence (HUMINT) Collector + Advanced DoD Certifications
Signals Intelligence (SIGINT) Collector + Low-Level Voice Intercept (LLVI) training
Counterintelligence Agent

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ENCLOSURE D

CJCS JOINT IW ASSESSMENT

1. The Chairman, in coordination with the Under Secretary of Defense for Policy, will biennially assess Service capability and capacity to conduct activities necessary to implement CCDR campaign and contingency plans related to IW as specified in reference a.
2. This Joint IW Assessment will include the reporting requirements specified in references b, c, and y.
3. Each assessment will be used to inform CRA development.
4. JS J-7 will be the Joint Staff integrator and principal author, in coordination with the Services and Combatant Commands.

a. Assessment Procedures

(1) JS J-7, with input from the IW and SFA ESC members, will develop focus areas for the CJCS Joint IW Assessment to include capability and capacity to execute the five core activities of IW (CT, UW, FID, COIN, and StabOps), as well as relevant SFA and CTF activities. (See references a, b, c, and y.)

(2) The Military Services and USCG will deliver their assessments to Joint Staff J-3 and USJFCOM as tasked, but no later than mid-June.

(3) In the event additional data is required, JS J-7 will execute a data call via a Joint Staff Action Package.

(4) With respect to CTF, per reference aa, the assessment should address:

(a) DoD's capacity and ability to implement CCMD campaign and contingency plans to deny, disrupt, degrade, or defeat irregular threats and nontraditional methods in the generation and distribution of revenue.

(b) Identification of organizational and institutional challenges to CTF capabilities.

(c) Identification of DoD's CTF institutionalized mechanisms, capabilities, authorities, and integration as a unified action in support of Combatant Commanders, the interagency, or foreign mission partners.

(d) Incorporation of lessons learned data in accordance with reference o.

(e) Recommended updates to JPME curricula for Senior Service Colleges and Command and Staff institutions on the direct and indirect CTF actions (e.g., law enforcement, sanctions/designations, and regulatory action), in accordance with reference q.

(5) Each Service and CCMD will report on IW capability gaps in the annual CJA. As required, the JS J-7 will request support from JS J-5 to develop IW focus area questions for CJA as outlined in reference t. Areas may include:

(a) Capability and capacity to execute the five core activities of IW (CT, UW, FID, COIN, and StabOps), as well as relevant SFA and CTF activities. (See references a, b, c, and y.)

(b) Initiatives and progress made implementing, institutionalizing, and operationalizing IW or addressing existing capability and capacity gaps.

(c) The assessment focus areas may also include other areas of interest such as civil affairs, MISO, and PR to include nonconventional assisted recovery.

b. Assessment Format. The CJCS Joint IW Assessment will provide the following information:

(1) Transmittal Memorandum. (e.g., references, purpose, and table of contents).

(2) Executive Summary. A brief introduction and overview of the purpose, background, scope of the document, and summary of its content.

(3) Capability Assessments. Description to include methods of capability assessment.

(4) Additional Assessment. As deemed appropriate, additional specific subject matter assessments that may be required or executed.

(5) IW and SFA ESC Responsibilities. Chairman may designate mitigating actions for the IW and SFA ESC to address capability and capacity gaps or designate areas requiring increased focus and in-depth analysis.

(6) Conclusion. Overall findings.

ENCLOSURE E

REFERENCES

- a. DoDD 3000.07, 28 August 2014, “Irregular Warfare”
- b. DoDI 5000.68, 27 October 2010, “Security Force Assistance”
- c. DoDD 5205.14, 19 August 2010, “DoD Counter Threat Finance Policy” (Incorporating Change 1, 16 November 2012)
- d. DoDD 5100.01, 21 December 2010, “Functions of the Department of Defense and Its Major Components”
- e. 2014 Quadrennial Defense Review, 4 March 2014
- f. DJSM 0295-13, “Change in Joint Staff Responsibility for Assessing the Strategic Environment,” 24 September 2013
- g. Secretary of Defense Memorandum, “Joint Center for International Security Force Assistance (JCISFA) Charter,” 13 Aug 2012
- h. DoDD 3600.01, 2 May 2013, “Information Operations”
- i. CJCSI 3010.02 Series, “Guidance for Development and Implementation of Joint Concepts”
- j. IW and SFA ESC Charter, 24 March 2015
- k. CJCSI 3265.01 Series, “Command and Control Governance and Management”
- l. CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System”
- m. DoDD 1322.18, 13 January 2009, “Military Training”
- n. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”
- o. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- p. CJCSI 5120.02 Series, “Joint Doctrine Development System”

- q. CJCSI 1800.01 Series, “Officer Professional Military Education Policy (OPMEP)”
- r. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- s. CJCSI 5123.01 Series, “Charter of the Joint Requirements Oversight Council”
- t. CJCSI 3100.01 Series, “Joint Strategic Planning System”
- u. Secretary of Defense Memorandum, “Designation of the United States Army as Joint Proponent for Peacekeeping and Stability Operations,” 11 June 2013
- v. DoDI 5160.70, 12 June 2007, “Management of DoD Language and Regional Proficiency Capabilities”
- w. Irregular Warfare (IW) Joint Operating Concept (JOC), 11 September 2007
- x. Irregular Warfare (IW) Joint Operating Concept (JOC) Version 2.0, 17 May 2010
- y. DoDI 3000.05, 16 September 2009, “Stability Operations”
- z. JP 1-02, “Department of Defense Dictionary of Military and Associated Terms,” 15 January 2015
- aa. Joint Requirements Oversight Council memorandum 091-14, 3 September 2014, “Department of Defense Counter Threat Finance Joint DOTMLPF-P Change Recommendation”

RELATED DOCUMENTS

2012 CJCS Joint IW Assessment, 21 October 2013

USD(P&R) Memorandum, “Guidance on Common Training Standards for Security Force Assistance (SFA),” 14 January 2014

Joint Doctrine Note (JDN) 1-13, “Security Force Assistance,” 29 April 2013

JP 3-05, “Special Operations,” 16 July 2014

GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

ASD	Assistant Secretary of Defense
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations, Low Intensity Conflict (ASD(SO/LIC))
C4	command, control, communications, and computers (C4)
CA	civil affairs
CAPE	cost assessment and program evaluation
CCA	Chairman's Controlled Activity
CCDR	Combatant Commander
CCMD	Combatant Command
CF	conventional forces
CIO	chief information officer (CIO)
CJA	Comprehensive Joint Assessment
CJCS	Chairman of the Joint Chiefs of Staff
COIN	counterinsurgency
CONPLAN	concept plan
CRA	Chairman's Risk Assessment
CSCS	country-specific security cooperation section
CT	counterterrorism
CTF	counter threat finance
DIA	Defense Intelligence Agency
DIPEP	Defense Intelligence Personnel Exchange Program
DoD	Department of Defense
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DoD CIO	Department of Defense Chief Information Officer
DOMEX	document and materiel exploitation
DOTMLPF-P	doctrine, organization, training, materiel, leadership & education, personnel, facilities, and policy
DPEP	Defense Personnel Exchange Program
ESC	Executive Steering Committee
FAO	foreign area officer
FID	foreign internal defense
FSF	foreign security forces
HAZMAT	hazardous material
HN	host nation

HUMINT	human intelligence
IO	information operations
IPL	integrated priority list
IW	Irregular Warfare
IW-STAG	Irregular Warfare Senior Technical Advisory Group
JCCA	Joint Combat Capability Assessment
JCIDS	Joint Capabilities Integration and Development System
JCISFA	Joint Center for International Security Force Assistance
JEMSO	joint electromagnetic spectrum operations
JEP	Joint Exercise Program
JIE	Joint Information Environment
JIIM	Joint, Interagency, Intergovernmental, & Multinational
JIOWC	Joint Information Operations Warfare Center
JLLIS	Joint Lessons Learned Information System
JP	joint publication
JPME	Joint Professional Military Education
JPRA	Joint Personnel Recovery Agency
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JTS	Joint Training System
LLVI	low-level voice intercept
MILGRP	military advisory group
MIO	maritime interception operations
MISO	military information support operations
MPE	Mission Partner Environment
MPEP	military personnel exchange program
NAR	nonconventional assisted recovery
NG	National Guard
NGB	National Guard Bureau
OPLAN	operation plan
OUSD(AT&L)	Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics
OUSD(I)	Office of the Under Secretary of Defense for Intelligence
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
OUSD(P)	Office of the Under Secretary of Defense for Policy
PKSO	peacekeeping and stability operations
POLAD	political advisor
POSD	port operations, security, and defense

PR	personnel recovery
PRT	provincial reconstruction team
RAO	regional area officer
RAS	regional area specialist
SFA	security force assistance
SPP	state partnership program
SOF	special operations forces
StabOps	stability operations
TTP	tactics, technique, and procedure
UJTL	universal joint task list
USCG	United States Coast Guard
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(P)	Under Secretary of Defense for Policy
USG	United States government
USSOCOM	United States Special Operations Command
USSTRATCOM	United States Strategic Command
UW	unconventional warfare
VBSS	visit, board, search, and seizure

GLOSSARY PART II -- DEFINITIONS

Unless otherwise stated, the terms and definitions contained in this glossary are for the purposes of this instruction only.

civil-military operations – (DoD) Activities of a commander performed by designated civil affairs or other military forces that establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or host nation. Also called CMO. See also civil affairs; operation. (JP 1-02. SOURCE: JP 3-57)

civil-military team – (DoD) A temporary organization of civilian and military personnel task-organized to provide an optimal mix of capabilities and expertise to accomplish specific operational and planning tasks. (JP 1-02. SOURCE: JP 3-57)

combat support agencies – (DoD) A Department of Defense agency so designated by Congress or the Secretary of Defense that supports military combat operations. Also called CSA. (JP 1-02. SOURCE: JP 5-0)

Combatant Commander – (DoD) A commander of one of the unified or specified Combatant Commands established by the President. Also called CCDR. See also Combatant Command; specified Combatant Command; unified Combatant Command. (JP 1-02. SOURCE: JP 3-0)

commander's communication synchronization – For the purposes of this document, a joint force commander's process for coordinating and synchronizing themes, messages, images, operations, and actions to support strategic communication-related objectives and ensure the integrity and consistency of themes and messages to the lowest tactical level through the integration and synchronization of all relevant communication activities. (SOURCE: Joint Doctrine Note 2-13)

comprehensive approach – For the purposes of this document, an approach that integrates the cooperative efforts of the departments and agencies of the United States government, intergovernmental and nongovernmental organizations, multinational partners, and private sector entities to achieve unity of effort toward a shared goal. (FM 3.07, Stability Operations)

counter threat finance – (DoD) Activities conducted to deny, disrupt, destroy, or defeat the generation, storage, movement, and use of assets to fund activities that support an adversary's ability to negatively affect United States interests. Also called CTF. (JP 1-02 Source: JP 3-05)

counterinsurgency – (DoD) Comprehensive civilian and military efforts designed to simultaneously defeat and contain insurgency and address its root causes. Also called COIN. (JP 1-02. SOURCE: JP 3-24)

counterintelligence – (DoD) Information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons or their agents, or international terrorist organizations or activities. Also called CI. See also counterespionage; security. (JP 1-02. SOURCE: JP 2-01.2)

counterterrorism – (DoD) Actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks. Also called CT. See also antiterrorism; combating terrorism; terrorism. (JP 1-02. SOURCE: JP 3-26)

foreign internal defense – (DoD) Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency, terrorism, and other threats to its security. Also called FID. (JP 1-02. SOURCE: JP 3-22)

foreign security forces – For the purposes of this document, non-U.S. forces that provide security for a host nation and its relevant population or support to regional security organizations. See security forces.

Information Operations – (DoD) The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. Also called IO. See also electronic warfare; military deception; operations security; military information support operations. (JP 1-02. SOURCE: JP 3-13)

intelligence operations – (DoD) The variety of intelligence and counterintelligence tasks that are carried out by various intelligence organizations and activities within the intelligence process. See also analysis and production; collection; dissemination and integration; evaluation and feedback; planning and direction; processing and exploitation. (JP 1-02. SOURCE: JP 2-01)

irregular warfare – (DoD) A violent struggle among state and nonstate actors for legitimacy and influence over the relevant population(s). Also called IW. (JP 1-02. SOURCE: JP 1)

isolated personnel – (DoD) U.S. military, Department of Defense civilians and contractor personnel (and others designated by the President or Secretary of Defense) who are separated from their unit (as an individual or a group) while participating in a U.S. sponsored military activity or mission and are, or may be, in a situation where they must survive, evade, resist, or escape. See also combat search and rescue; search and rescue. (SOURCE: JP 3-50)

military information support operations – (DoD) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the originator’s objectives. Also called MISO. (JP 1-02. SOURCE: JP 3-13.2)

nonconventional assisted recovery – (DoD) Personnel recovery conducted by indigenous/surrogate personnel that are trained, supported, and led by special operations forces, unconventional warfare ground and maritime forces, or other government agencies’ personnel that have been specifically trained and directed to establish and operate indigenous or surrogate infrastructures. Also called NAR. (JP 1-02. SOURCE: JP 3-50)

personnel recovery – (DoD) The sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel. Also called PR. See also combat search and rescue; evasion; personnel; recovery; search and rescue. (JP 1-20. SOURCE: JP 3-50)

security cooperation – (DoD) All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. Also called SC. See also security assistance. (JP 1-02. SOURCE JP 3-07.1)”

security force assistance – (DoD) The Department of Defense activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. Also called SFA. (JP 1-02. SOURCE: JP 3-22)

security forces – (DoD) Duly constituted military, paramilitary, police, and constabulary forces of a state. (JP 1-02. SOURCE: JP 3-22)

Service – (DoD) A branch of the Armed Forces of the United States established by act of Congress which are: the Army, Marine Corps, Navy, Air Force, and Coast Guard. (JP 1-02 SOURCE: JP 1)

Service component command – (DoD) A command consisting of the Service Component Commander and all those Services’ forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a Combatant Command or further assigned to a subordinate unified command or joint task force. See also component; functional component command. (JP 1-02. SOURCE: JP 1-0)

stability operations – (DoD) An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or

reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (JP 1-02. SOURCE: JP 3-0)

unconventional warfare – (DoD) Activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area. Also called UW. (JP 1-02. SOURCE: JP 3-05)

United States Armed Forces – (DoD) Used to denote collectively the Army, Marine Corps, Navy, Air Force, and Coast Guard. See also Armed Forces of the United States. (JP 1-02. SOURCE: JP 1)

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