

Joint, Interagency, and Multi-national Force

Purpose. The purpose of this paper is to present a vision for the development Joint, Interagency, Multi-national forces for the year 2020.

Introduction: The requirement for Army forces to provide the Joint Force Commander (JFC) the dominant landpower capability to defeat any adversary or control any situation across the full range of military operations endures. In addition, the role of the Army in 2020 includes post conflict establishment of friendly regimes that finds the Army in the lead for directing Joint, Interagency, and Multi-national forces and agencies in the security phase of post conflict operations until the action can be transferred to the State Department. In 2020, the Army's transformation efforts produce the combination of concepts, capabilities, people, and organizations to meet the JFC's need to exercise direct, continuous, and comprehensive control over terrain, resources and people. The Army, a strategically responsive and precision maneuver force, organizes, mans, equips, and trains the Future Force to operate as an integral component of the Joint Force and in concert with Interagency and multi-national partners. This campaign quality force, imbued with a joint and expeditionary mindset, brings the landpower capability to assure regional stability, achieve decision in conflict and then to "Win the Peace" post-conflict.

Providing the right mixes of capabilities is paramount to the expanded range of options available to the Joint Force Commander. An interdependent, full-spectrum dominant joint force necessitates "born joint, interagency, multi-national" capabilities and an inherent capability to train and operate with interagency and multi-national forces. Accession, training, leader development and education all are conducted within the context of a soldier operating in Joint, Interagency and Multi-national environments. Service capabilities complement each other in this regard.

In 2020 standardization of Joint, Interagency and Multi-national operational concepts produces common relationships, procedures and collective activities governing all

agencies, departments, and forces for full spectrum operations. Joint doctrine enables integration down to the tactical level and better employment of the Army's multi-dimensional capabilities within the Joint Force. TRADOC, in conjunction with the Army Staff and Joint Forces Command has produced doctrine that fully synchronizes with Joint, Interagency and Multi-national doctrine to ensure Army forces fully integrate into operations across the full spectrum of operations. In addition, all aspects of doctrine, organizations, training, material, leader development and education, personnel and facilities (DOTMLPF) is developed in a Joint, Interagency and Multi-national setting and maximizes the overall Army effectiveness and use of scarce resources.

Operating forces organize in modular, capabilities-based unit designs. These designs allow for rapid and tailorable force capability packages and improve the strategic responsiveness of the Joint Force. Operating forces enhance the versatility of the Joint Force to seamlessly transition to sustained operations as a crisis or conflict develops. Future Force organizations afford the JFC the ability to adapt to changing mission requirements without losing operational momentum.

Transformation in the training arena produces an effective, standardized, and integrated training system. This system leverages live, virtual and constructive capabilities to maintain trained and ready Joint, Interagency, and Multi-national forces. It facilitates rapid assimilation of changes in and lessons learned from the operating environment into individual and unit training. Transformation in training enables effective integration of Interagency and Multi-national partners into unit training. The Joint National Training Center and combat training centers (CTCs) allow full spectrum training to become the standard at all levels of Joint, Interagency, and Multi-national elements worldwide.

Modeling and simulation (M&S), analysis, and experimentation also play a key role in the Army of 2020 and have far reaching impacts across the entire Army, past, present and future. There is pervasive use of these mechanisms for spiral development and resource decisions, as well as for operational and institutional support.

The Joint, Interagency, Multi-national role for these mechanisms is essential in the areas of training, test and evaluation, military operations, concepts and requirements, and in research, development and acquisition. The Department of Defense analytical framework is based on a top-down capabilities-based approach to requirements, the Joint Capabilities Integration and Development System (JCIDS). This top-down approach to force planning 15-20 years in the future utilizes concept development and experimentation to derive desired joint capability for acquisition.

Future Joint Force Attributes

- **Fully Integrated**
- **Expeditionary**
- **Networked**
- **Decentralized**
- **Adaptable**
- **Decision Superior**
- **Lethal**

The Army equips its forces through a system of systems approach. The fusion of joint capabilities identification and development with material development and fielding produces relevant, time-critical material solutions to meet the needs of the Joint Force Commander. The family of systems in 2020 optimizes Joint Force attributes to enable full spectrum dominance.

The human dimension of Transformation remains the crucial link to both the realization of future capabilities and the enhanced effectiveness of current ones. Soldiers are the centerpiece of the Army and Army forces. Flexible, adaptive, and competent soldiers infused with the Army's Warrior Culture fight wars and win the peace. Systems, technologies, platforms, and organizations with Soldiers at the center empower them for decisive outcomes in joint operations.

Leader development and education systems prepare Army forces for the Joint, Interagency and Multi-national operating environment in 2020. In addition, PERSCOM in conjunction with the G-1 and G-3, has fully implemented appropriate policies and procedures to provide assignments to interagency and multi-national organizations and forces that provide trained and ready Soldiers, civilians and leaders capable of operating in these environments. Decentralized execution of simultaneous and distributed operations requires adaptive, innovative and decisive leaders. Leadership education and training develop skilled and knowledgeable leaders capable of meeting

the increasingly complex requirements of joint, interagency and multi-national operations.

The Soldier in 2020 is trained and equipped to be a Joint Warrior; Units are ready, responsive, flexible adaptable and integrated in the Joint Interagency Multinational force; Leaders operate comfortably in an ambiguous Joint, Interagency and Multi-national environment; and the corresponding education system provides an on-demand life long learning environment for all Army Soldiers and civilians. Personnel expand their understanding of individual, Service and joint core competencies. Professional military education provided throughout the careers of both officers and enlisted Soldiers broadens their understanding of the strategic and operational environments. Education and leadership development prepare leaders to succeed in joint, interagency and multi-national operations.

Human resource policies, programs, and systems provide the Joint Force Commander ready Army forces manned with the right mix of personnel. Unit manning and personnel policies support unit cohesion and stability. These policies align with Joint Force Commander's engagement posture and operational requirements. Human resource functions extend through all phases of operations to make human resources support relatively routine and maintain operational capability. Well-being programs encompass the entire Army team and contribute to the responsiveness and readiness of the force.

Installations serve multiple purposes and facilitate the responsiveness of the Joint Force by serving as capability projection platforms. They increase the effectiveness of the Joint Force by extending the reach of deployed forces to enhance information superiority. As combat preparation bases, installations support the integrated joint training necessary to create a seamless transition to real-world operations. Facilities afford the full dimension protection required for people and systems in the security environment. Finally, they enable implementation of the human resource activities underpinning the readiness of the force.

Interdependent Joint Forces able to operate seamlessly with interagency and multi-national elements or organizations are the norm. Service transformational capabilities operationalize the joint functional concepts for joint force command and control (JFC2), battlespace awareness (BA), force application (FA), protection (P), and focused logistics (FL). U.S Joint Forces Command approval of all material solutions has insured Joint, Interagency, and Multi-national interoperability.

Interagency and multi-national operations, regardless of situation or environment, are the norm. Many nations that lack the resources, technology or training to participate in combat operations provide significant contributions in logistics, transportation, medical, humanitarian operations and nation building activities. Interdependency and interoperability among Joint, Interagency, and Multi-national forces comes from the development of standard multi-level communication and security protocols within the collaborative information environment. These capabilities allow for automated parsing and filtering of information to forces at differing levels of security and ability during training and operations. A singular “battlespace” link enables continuous and collaborative campaign planning to provide a new way of viewing the battlespace. The Army in 2020, acting together with other Joint, Interagency, and Multi-national partners, shares interests through integrated decision-making at the national/strategic level. These interactions are characterized by operational “deconfliction” and multi-national coordination. Future Force leaders have the inherent agility and flexibility to achieve success in coalition operations

Campaign-capable Army forces empowered with a joint expeditionary mindset fully meet the needs of Combatant Commanders in full spectrum operations. This mindset nests with an overarching JF joint and expeditionary “mindset,” that reflects a capability to respond to requests for assistance from multiple combatant commanders for conflicts, crises, or other contingencies. Overall the Army in 2020 has a greater level of deployability and versatility. Army forces deploy on short notice from home station, forward locations, or intermediate staging bases – including sea bases – and employ immediately upon arrival. This capability ensures that capabilities brought to bear on

the situation not only swiftly defeat an adversary, but also are applicable to sustained combat, and the potential simultaneous conduct of operations to reestablish order, stability, and local governments. The Joint Force sustains itself in austere global regions by reducing dependence on existing infrastructure and employing the globally integrated and synchronized end-to end logistics and self-sustainment systems.

Joint Operations. In 2020, the Future Force is a key interdependent component to the Joint Force Commander (JFC) as articulated in the Joint Concept of Operations, subordinate joint operating concepts, joint functional concepts, and enabling concepts. Both the Current Force and Future force are developed to ensure The Army has the required capabilities to meet the needs of the JFC for missions across the full range of military operations

The Future Force provides the JFC a land force...

- capable of projecting from strategic distances
- immediately employable upon arrival, if required, at multiple austere entry points.
- self-synchronized with the Joint Force through shared, enhanced situational awareness from global and robust joint command and control and battlespace awareness networks.
- capable of directly attacking centers of gravity with precision effects that decisively defeat or coerce the adversary.
- a major component of the JFC's application of force - including maneuver, fires, and information operations
- contributing to the JFC's attainment of information and decision superiority through the Future Force's Battle Command (C4ISR) architecture.
- providing the capability to achieve the JFC's desired effects that require control of terrain, people, and resources without resorting to indiscriminate destruction
- providing the means to counter enemy anti-access/area denial strategies including protection of the joint force from attacks by air and missile systems, CBRNE, terrorists, and other asymmetric means available.

- integrating, transferring, and partnering capabilities throughout the Joint Force with speed and audacity
- enabling Joint fires by empowering the maneuver commander to accurately focus all available destructive fires
- providing operational-level information superiority to the JFC, enabling him to gain and maintain operational initiative
- providing a continuously transforming Army that capitalizes on emerging capabilities to enhance the Joint Force Commander while simultaneously enhancing the current force and informing the future force
- possessing language skills and cultural sensitivities to harmoniously influence objectives with friendly indigenous, multi-national, and/or coalition forces

Interagency Operations. In 2020, the Executive Branch, Department of State, Defense, and the Office of Homeland Security have developed interagency procedures and policies that allow for the full integration of non-governmental organizations (NGOs) with Army operations. These changes result in an improved capability for operating with interagency partners and non-governmental organizations to better synchronize the instruments of national power. Command and control issues for NGO agencies or organizations permit Future Force Battle Command architecture to integrate agency planning, cultural sensitivities, support requirements, capabilities and limitations with Army and Joint Force operational requirements, intent, capabilities and limitations. This allows for shared communications with the first responders (police, firemen, medical personnel, etc.) and the centralized direction of related activities from Home Station Operation Centers.

Successful operations in 2020 continue to require a unity of effort among all instruments of national power both inside and outside of the continental United States. The enduring national security goal of protecting the Homeland is at the heart of interagency operations. Homeland security efforts are fully integrated into the overall Transformation effort with favorable conditions for Future Force interagency success. Interagency support capabilities necessary for homeland security missions ranging from

natural disasters to counter terrorism missions involving federal, state and local agencies are commonplace actions within Home Station Operations Centers. Personnel, regardless of service affiliation, agency or component - active or reserve, contractor, federal, state or local government employee - all operates as a single team.

Close interagency homeland security synchronization results in a significant paradigm shift from past military operations inside of the United States. Other areas of increased interagency coordination include public and coercive diplomacy, counter-narcotics, counter terrorism, information operations, deterrence of and response to weapons of mass destruction (WMD) events and small-scale contingencies.

Optimizing interagency effectiveness, the Objective Force in 2020 is an integral part of the benefits from improved Joint, Interagency, and Multi-national unity of effort enabled by such capabilities as the Joint Interagency Coordination Group (JIACG). A U.S. Joint Forces Command-sponsored effort, the JIACG is a multi-functional, advisory element that places special emphasis on improved comprehensive situational understanding across the elements of national power, with a corresponding increase in synergy between activities of U.S. military forces and their interagency partners. The JIACG represents both military and civilian departments and agencies, facilitating information sharing and synchronization through regular, timely, and collaborative day-to-day working relationships between operational planners.

The JIACG is not only in combatant commanders headquarters as a part of the Standing Joint Forces Headquarters (SJFHQ), but also resides in Unit of Employment (UE) headquarters and their representative Home Station Operations Center (HSOC). This enables Future Force units to function as a Joint Task Force for smaller scale contingencies and also enhances day-to-day operations and relationships across the full range of military operations.

In addition, The Joint Logistics Corporate Enterprise (JCLE) is operational and brings a common logistics-operating environment that is seamlessly integrated into the

Common Operating Picture (COP). The JCLE provides a framework for vertical and horizontal integration from fort and factory, to foxhole, and space to mud, that connects the Army to external suppliers and users in the broadest sense of Joint, Interagency, and Multi-national environments.

Multi-national Operations. In 2020, multi-national operations are at new levels of interoperability. Our closest allies are integrated into our transformation processes to the greatest extent possible. The Army continues to develop interoperability with the traditional allies of the U.S. and is capable of developing ad hoc command and control arrangements with other allies who do not have the technical sophistication of the Army. The Army has taken positive steps to diminish or even eliminate interoperability gaps through participation in multi-national agreements and by selectively investing in the right multi-national interoperability capabilities, with the right partners, for the right missions. Rationalization, standardization and interoperability (RSI) agreements produced by the services, OSD and the Joint Staff are in place with our allies resulting in the Army's ability to conduct military operations with allies, coalitions, and other multi-national partners through the development of DOTMLPF-solutions that enable seamless coordination of the joint land force regardless of the nations involved.

Army Special Operations Forces (ARSOF) leaders and personnel continue to play a vital role in future operations with the Army of 2020 and are a major enabler of coalition and joint operations. In place are aggressive bi-lateral and multi-lateral military standardization agreements on identical or compatible equipment, common operating procedures, and the exchange of liaison personnel that allow us to effectively operate with similar militaries. Multi-national training is implemented within our CTCs and rotations of Army officers with our closest allies have further enhanced combined operations. We have achieved a level of multi-national interdependence and interoperability with our multi-national partners allowing for the specialized development of certain niche capabilities that have enhanced our combined operations. Focused and comprehensive programs of Army-to-Army security cooperation have opened new

doors and have given U.S. forces unprecedented levels of assured access in strategically crucial regions of the world.

Critical to success in multi-national operations is a balanced approach to DOTMLPF-solutions for the functions of the joint force land component, especially with C2 and BA. We know there are no universal hardware solutions; however, we have mitigated much of this gap by building DOTMLPF-solutions into the force. Key enablers of multi-national operations include multi-national partner participation in the common operating picture (COP) and organic system level interoperability designed into common hardware and message standards. In addition, essential security cooperation, multi-national training, exercises, experimentation, and security assistance promote wide-ranging effectiveness.

There are several specific areas that the Future Force is optimized for multi-national operations including the embedded ability to understand cultures. Secondly, outreach efforts have enhanced exchange of information and technology with multi-national firms and governments in the Science and Technology arena and in the conduct of bilateral and multi-national field exercises and experiments. Lastly, as the Army continues its transformation our allies continue to further their own transformation efforts that continue to bring the forces closer together in operational, organizational and tactical methods.

Given U.S technological and military dominance, our long-term allies have continued to track with and integrate U.S developments in areas where force balance and resources allow. This has been particularly important in terms of organization of enhanced headquarters capabilities specifically in the areas of communications and information systems, combat identification and blue force tracking. We have acquired new technology solutions that were not available in previous years, such as, universal language translators, the ability to conduct interlinked reachback training from remote locations, and information exchange agreements permitting unilateral, multi-lateral, multi-level communication and security protocols within the collaborative information

environment. There is a balanced approach that seeks C4ISR hardware solutions. While no hardware solution is universal and comprehensive, mitigation of known gaps are built into the force through emphasis of combined force doctrine, training, and organizational structure.