TC 6-6

Training the Mission Command Warfighting Function: Transitioning to a Joint Headquarters

JANUARY 2018

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Headquarters, Department of the Army

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Preface

TC 6-6 is a guide for division and corps commanders to use during unit training management and planning upon receiving notification of transitioning to a joint headquarters. This TC provides the framework for commanders, leaders, and Soldiers, who plan, prepare, execute, and assess training of mission command in transitioning to the joint level. The products described in this publication are developed to support the mission-essential task list (METL) and establishing authority designated assigned METL training strategies.

In this TC, joint headquarters refers to a joint task force (JTF) headquarters, combined joint task force (CJTF) headquarters, combined task force (known as CTF) headquarters, joint force land component command (known as JFLCC) headquarters, combined force land component command (known as CFLCC) headquarters, combined joint force land component command (known as C/JFLCC) headquarters, and multinational forces (known as MNF) headquarters.

TC 6-6 is written to include several training audiences that encompasses the entire staff. In addition to the training aspects of the circular, educators throughout the Army and joint community can gain significant value using this TC.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

TC 6-6 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which TC 6-6 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which TC 6-6 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

TC 6-6 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve units who transition to a joint headquarters unless otherwise stated.

The proponent of TC 6-6 is the U.S. Army Mission Command Center of Excellence. The preparing agency is the Directorate of Training, U.S. Army Mission Command Center of Excellence, Combined Arms Center, Fort Leavenworth, KS. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Mission Command Center of Excellence, ATTN: DOT MCCOE, Bldg. 472, Room 301, 310 McPherson Ave, Fort Leavenworth, KS 66027; or submit an electronic DA Form 2028.

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Introduction

The Army defines *mission command* as the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). This TC expands the concept of mission command into specific actions and practices that commanders can apply to their individual units through training, certifying, and validating certification. Commanders can use this publication to increase the state of readiness within their headquarters to ensure their units are prepared to conduct unified land operations.

To assist commanders in building and maintaining their overall mission command and unit readiness, this publication provides mission command training tables (MCTTs) designed to function and be applied like those of typical gunnery tables that commanders use to certify and validate crews throughout the force. The tables are divided into the four distinct categories: the commander, the staff, the command post, and the digital crew. This TC provides information about the Army's approach to training the mission command warfighting function and highlights several training considerations and enablers that, when implemented, will improve unit readiness and assist in the transition to a joint headquarters.

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Chapter 1

Mission Command Training Tables

This chapter introduces the mission command training tables. The first discussion introduces the mission command training tables as a framework. The chapter then discusses the use of the tables in the transition to the joint headquarters. The chapter concludes with a discussion of the scope of mission command training tables.

SOURCING

1-1. The mission command training tables (MCTTs) for a division or corps to transition to a joint force are meant to create framework and refine training plans for an Army unit planning process. The Joint Staff Directorate for Joint Force Development (J-7) has an established joint-capable headquarters readiness program for training forces in this transition. These mission command training tables nest with the J-7 efforts.

1-2. A joint capable headquarters is a designated Service headquarters that has achieved and can maintain a level of readiness for establishing, organizing, and operating as a joint headquarters. There are three categories of joint-capable headquarters based on how the headquarters is designated, identified, and sourced: a combatant command, a global response force, and the United States Special Operations Command (USSOCOM.)

1-3. The most common option for sourcing a joint headquarters is from a combatant command's (CCMD's) Service or functional component headquarters, theater special operations command, or existing subordinate headquarters (such as a numbered fleet, numbered Air Force, Marine expeditionary force, or Army corps). This core headquarters with its established command structure will likely be supported by individual augmentation from within the theater using personnel from a CCMD and component headquarters, and through joint and interagency enabler augmenters that can quickly deploy to provide expertise and capabilities. The individual augmentation process is designed for sourcing within 90-120 days of completion of the Secretary of Defense Orders Book, but most JTF's are operational much sooner. (See CJCSI 1301.01F for a discussion on joint augmentation.)

1-4. Another sourcing option is a global response force (GRF) joint-capable headquarters. The GRF joint-capable headquarters uses the Joint Staff (JS) J-7 joint training established joint-capable headquarters readiness model. This model focuses on preparing units for designated mission sets, process, manning, equipping, and training as well as reports each unit's joint readiness to the Secretary of Defense.

1-5. USSOCOM and the Services also identify and prepare headquarters to be joint-capable headquarters. These headquarters may be at varying levels of readiness for employment as the core of a joint headquarters.

TRANSITION

1-6. TC 6-6 assists the commander in developing unit training plans for transitioning to a joint headquarters. A typical transition to a joint headquarters is less than 42 days. Effective commanders with support from the existing staff identify known and unknown gaps towards the end state of becoming a JTF or combined joint task force (CJTF). Transitions are not discrete events. They consist of overlapping groups of actions that, over time, interact to create various challenges. The transition of operational responsibilities from a CCMD (or designated theater special operations command or component headquarters) to a joint headquarters usually occurs in the early stages of a crisis. This transition applies the eight techniques for managing transitions:

- Plan early and often.
- Build flexibility into plans.

- Be as transparent as possible.
- Integrate transitions across lines of operations.
- Ensure key leaders actively manage transitions.
- Adjust staff processes to account for increased requirements.
- Design organizations and processes with consideration for their short- and long-term consequences.
- Plan the transition to a joint headquarters.

Units integrate the eight techniques in various stages of the MCTT.

1-7. Units should always consider their end state and capabilities as a joint headquarters. See figure 1-1 below.

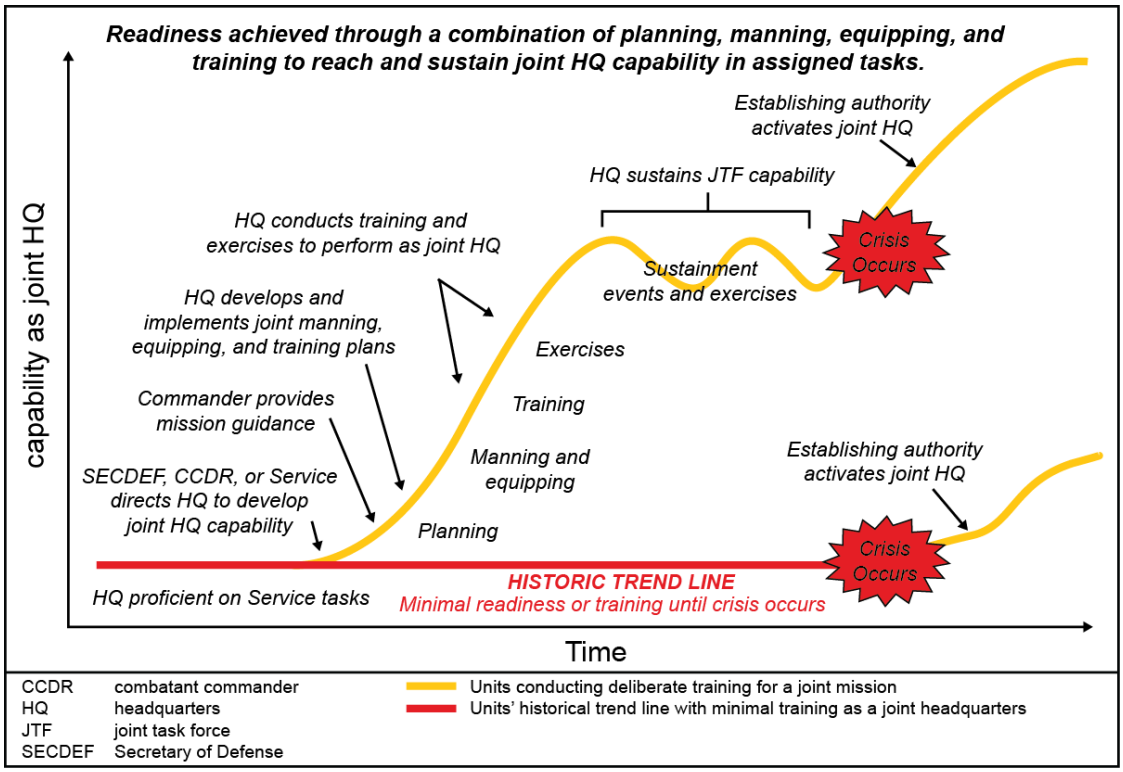


Figure 1-1. Capability as a joint task force

1-8. JTFs forming on short notice may not have the opportunity to develop relationships with staff augments, unified action partners, and stakeholders; typically, the CCMD has pre-established contacts with theater mission partners and stakeholders and can assist the newly formed joint headquarters build these relationships. Conversely, headquarters preparing to replace an in-place headquarters often have time to develop these relationships before deployment. When building the unit training plan based off these tables and direction from the JS J-7, commanders and planners consider and incorporate time constraints and shortfalls.

SCOPE

1-9. TC 6-6 guides commanders, deputy commanding generals (DCGs), and chiefs of staff (COSs) through the tables used to develop the unit training plan. The publication contains all four foundational components of MCTT: the commander, the staff, the command post (CP), and the digital crew. Based on the nature of joint-level training, a mixture of some Army and some joint tasks help units transition.

1-10. Ideally, Army units designated to transition to a joint headquarters have more than six months before transitioning. Six months provides the unit ample time to complete the Army MCTTs I through VI found in forthcoming TC 6-4 (for divisions and corps). The division or corps commander still certifies the unit on the basics of the mission command warfighting function on MCTT VI. However, these commanders will replace MCTT VII through MCTT X found in TC 6-4 with joint table (JT)-VII through JT-X. Commands needing more detailed planning and instruction can go on the Joint Force Headquarters Training Webpage at https://jdeis.js.mil/jdeis/jel/jtfguide/JFHQT_Mainpage.html for the Joint Staff J-7 joint headquarters training resources.

1-11. The CCMD has several important tasks:

- Designate joint-capable headquarters.
- Identify likely mission sets.
- Specify tasks and readiness standards for those headquarters.

These can be codified in requests for forces (known as RFFs) and other directives as well as aligned against Universal Joint Task List (known as UJTL) tasks. CCMDs establish unique joint unit identification codes for these core headquarters and direct that they report their readiness via Defense Readiness Reporting System (DRRS)-Joint. This unit identification code and DRRS concept is being used by some CCMDs and within the GRF headquarters. The terms "certification" and "validation" are no longer mandated by the Unified Certification Program for addressing the readiness and deployability status of joint-capable headquarters. That said, some force provider headquarters (such as USSOCOM) still use certification and validation terminology to report the readiness of a joint headquarters being provided or transferred to a CCMD for employment in that combatant commander's (CCDR's) area of responsibility.

1-12. Commanders and staffs work with the establishing authority to develop a tailored operational capability assessment (OCA) program. The tables below offer a commander and staff a methodology of achieving their OCA. The tables can also mitigate OCA shortfalls for training. The OCA certification is not an inspection program. Nevertheless, it brings tangible benefits to the participating headquarters. The cycle itself is typically 12-24 months. Other tools that the command can use include Joint Knowledge Online (known as JKO), the Joint Training Information Management System (JTIMS), and the Joint Lessons Learned Information System (known as JLLIS).

1-13. Readiness reporting for a JTF can be complicated. Commanders are still required to report their Army readiness in the DRRS-Army system under T-Training. However, commanders whose units are training and serving as a joint headquarters also report the assigned mission training (sometimes called AMT)-Army rating in a net unit status report for assigned joint responsibilities. In most cases, units complete operational and tactical tasks on their Department of the Army approved standardized mission-essential task list (METL) during their external evaluation (EXEVAL) event while serving as a joint headquarters. Commanders work with U.S. Army Forces Command FORSCOM before joint headquarters EXEVAL events to ensure, if performing standardized METL tasks, their EXEVALs will align with DRRS-Army net unit status report reporting.

1-14. Table 1-1 on page 1-4 depicts joint tables. Upon completion of chapter 2, the commander ensure completion of the TC 6-6 Checklist JT-1 (*Joint Commander Checklist*) in appendix A.

Table 1-1. Mission command training tables to transition to a JTF

	Staff and Augmentee Based			*Formal evaluation*
Table	***JT-VII***	***JT-VIII***	***JT-IX***	***JT-X***
Commander	Set the conditions for transitioning to a joint HQ	Lead transitioning to a JTF	Conduct joint headquarters forming event	Conduct combatant command joint exercise
Staff		Transition to a joint HQ		
Command Post		Integrate personnel, systems, and equipment		
Digital Crew		Digitally support the transition to a joint HQ		

JT joint table JTF joint task force HQ headquarters

1-15. Upon completion of JT-X, the combatant commander or designated representative certifies the transition is complete.

Chapter 2

The Commander

This chapter describes training tables for commanders and their responsibilities for transitioning and integrating to a joint headquarters. It first discusses considerations the commander uses to organize for joint operations. Next the chapter discusses joint table (JT)-VII: set the conditions for transitioning to a joint headquarters. The chapter then covers the tasks involved with JT-VIII: lead transitioning to a (combined) joint task force headquarters. The chapter progresses to detail the tasks in JT-IX: conduct joint headquarters forming event. The chapter concludes with a discussion of JT-X: conduct combatant command joint exercise.

CONSIDERATIONS

2-1. Organizing for joint operations involves many considerations. Most associate with one of three primary groups: organization of the joint force, organization of the joint headquarters, or organization of operational areas to help control operations. The commander transition tables are designed to assist the commander organizing for joint operations through the transition, the integration process, or both processes. Multiple ways and means of transitioning to a joint headquarters exist along with various mission sets. This publication provides a substantive framework to give enough detailed information to cover the most common mission sets. This publication avoids getting too direct as to render the tables ineffective for unique situations, conditions, or special mission sets. As always, the commander must balance the art of command and science of control. This publication presents the science portion of that paradigm.

2-2. Table 2-1 on page 2-2 contains the training tables for commanders and their responsibilities for transitioning and integrating to a joint headquarters. These tables are renamed as JT-VII through JT-X respectively. Of note, commanders conduct the tasks in JT-VII for a standard Army or ‘Green’ organization. The performance of joint transitioning functions begins in JT-VIII.

Table 2-1. Mission command training tables for commander to transition to a joint headquarters

JT-VII	*JT-VIII*
Set the conditions for transitioning to a joint HQ	**Lead transitioning to a joint HQ**
• Understand mission and readiness requirements • Understand the operational environment • Nominate J-METs or A-METs • Publish a transition and implementation plan • Establish roles and responsibilities for key billets • Establish relationships with joint enablers • Establish a mission partner integration coordinator • Establish planning guidance • Establish requisite policies and guidelines • Request senior mentor	• Lead the transition to a joint HQ • Request authorities and establish terms of reference • Establish directive authority • Formalize battle rhythm by establishing B2C2WG and OPTs • Create shared understanding • Integrate operational art and design • Establish the joint security element • Reinforce roles and responsibilities for key billets • Lead the joint planning process • Provide commander's intent • Establish commander's CCIRs and wake-up criteria • Identify prudent risk • Conduct partner team building
Venue: Commander Directed–Green *Facility: Locally*	*Venue: Joint HQ Forming Event I–Purple* *Facility: As directed by the CCDR*
JT-IX	***JT-X***
Conduct joint HQ forming event	**Conduct combatant command joint exercise**
• Review and implement the mission from the establishing authority • Build relationship with parallel, subordinate, and supporting joint and interagency enabling organizations • Lead the joint planning process • Conduct commander assessments, guidance, and decision forums • Inform and influence relevant audiences • Conduct battlefield circulation	• Review and gain approval of the unit's joint-capable HQ readiness program with CCDR • Lead the joint HQ performing J-METs and A-METs
Venue: Joint HQ Forming Event II–Purple *Facility: As directed by the CCDR*	*Venue: CCMD driven* *Facility: As directed by the CCDR*

A-MET	assigned mission-essential task	HQ	headquarters
B2C2WG	boards, bureaus, centers, cells, and working groups	J-MET	joint mission-essential task
CCDR	combatant commander	JT	joint table
CCIR	commander's critical information requirement	JTF	joint task force
CCMD	combatant command	OPT	operational planning team

JT-VII: SET THE CONDITIONS FOR TRANSITIONING TO A JOINT HEADQUARTERS

2-3. Commanders conduct the tasks in JT-VII for a typical Army unit. The conditions for this table begin with the unit receiving guidance, orders, or both from the establishing authority directing the transition to a joint headquarters. This table sets the conditions for the transition to take place.

UNDERSTAND MISSION AND READINESS REQUIREMENTS

2-4. To understand the mission and readiness requirements, the commander reviews the authorization guidelines for the unit to transition and operate as a joint headquarters. These documents can include—

- The Guidance for the Employment of the Force (known as GEF).
- Department of State country team plans.
- Combatant command campaign plans.
- Any other guidance issued regarding communications or support to public diplomacy from the higher headquarters, Joint Staff, Office of the Secretary of Defense, National Security Council, or White House.
- Potential guidance from—
  - The National Framework for Strategic Communication.
  - The United States Joint Forces Command Joint Warfighting Center.
  - *The Commander's Handbook for Strategic Communication and Communication Strategy*.
  - An integrated country strategy from an American Embassy that links to the Department of State's regional strategy for each geographic region and functional strategy for each Department of State functional bureau.

These documents help commanders frame regional issues and goals for the joint headquarters' most direct United States Government partners—the American Embassy and Department of State. Often, a joint headquarters operates in a host nation with specific guidance and limitations (such as a status-of-forces agreement or memorandum of understanding). Once the aforementioned references are reviewed, the commander creates the initial visualization of the operational or strategic environment. A commander comprehensively demonstrates preparation for mission readiness by submitting requests for information, conducting analysis, and initiating the operations process. Commanders can reference Collective Task 71-JNT-5103, *Conduct Commander's Communication Synchronization*.

UNDERSTAND THE OPERATIONAL ENVIRONMENT

2-5. To begin setting the conditions for the transition, commanders develop a situational understanding of the operational environment. This initial assessment includes, but is not limited to, the unit's size, composition, capabilities, and other significant attributes or other special considerations critical to mission success within the operational environment. After the initial development of the operational picture, commanders drive their staffs to develop a more detailed situational understanding of a complex, changing operational environment with a focus on transregional, multi-domain, and multifunctional security threats. Different mission sets or other factors can also include geography of the joint operations area (JOA), the nature of the crisis (such as a flood or an earthquake), and time available to accomplish the mission. If possible, the assuming joint headquarters communicates with the existing joint headquarters to establish interorganizational partnerships with partners and other appropriate stakeholders. This communication enables incoming commanders to better understand the politics and policies of the mission as well as the approved processes and procedures that define the current joint headquarters' role. When establishing a combined joint task force (CJTF), commanders establish additional staff directorates to address nonstandard mission requirements, inclusion of host-nation or government agency stakeholders, and other unique demands of the operational environment. Unique demands might include geopolitical representatives, resource management, and civil-military directorates. The addition of directorates does not fundamentally change any of the staff processes. (See JP 3-33 for a detailed discussion of joint headquarters.) Commanders reference Individual Task 150-LDR-1001, *Understanding the Joint Operational Environment* to assist in establishing this assessment.

NOMINATE JOINT MISSION-ESSENTIAL TASKS OR ASSIGNED MISSION-ESSENTIAL TASKS

Note. The establishing authority typically uses the term joint-mission-essential task for J-MET and *agency*-mission-essential task for A-MET. The headquarters, Department of the Army and this publication use the 'A' in A-MET for *assigned*. These terms are, in most instances, used to indicate the same tasks.

2-6. At this stage in progression, commanders and their staff will conduct mission analysis and develop joint (J)-METs/assigned (A)-METs for nomination to the establishing authority in addition to those already given. These tasks incorporate the establishing authority's directed tasks and the joint headquarters' mission-specific tasks that have valid conditions and measurable standards. When J-METs/A-METs are approved, the commander directs the staff to contact the proponent for joint training and evaluation outlines (T&EOs) from the Mission Command Center of Excellence (MCCOE). The command requests T&EOs based on the approved J-mission-essential task list (METL)/A-METL tasks from the respective proponent to aid in training of the command. For example, the JTF commander nominates and receives approval on several J-METs from the United States Pacific Command (USPACOM) commander. Of those tasks, there are noncombatant evacuation operation (commonly called NEO) tasks. The joint headquarters commander instructs the staff to contact the proponent. The MCCOE staff sends—along with other tasks—to the joint headquarters commander—Collective Task 71-CMD-7700, *Conduct Noncombatant Evacuation Operations for Army Forces (ARFOR) Command Post*, and Collective Task 71-TA-7700, *Conduct Noncombatant Evacuation Operations for Theater Army Contingency Command Post*. These T&EOs provide the JTF with conditions, standards, and performance measures that the command can use to build and evaluate training proficiency.

PUBLISH A TRANSITION AND IMPLEMENTATION PLAN

2-7. Transition planning is detailed and must begin early in the process when forming a joint headquarters, see figure 2-1 below. There are typically three areas to take into consideration:

- Logistics, materiel, and equipment already in country.
- Items required for deployment and redeployment.
- Legal transfers of authority.

2-8. Designated joint headquarters commanders create and implement their training programs to comply with the basic tenets and methods of the Joint Training System (JTS) per CJCSI 3500.01H, CJCSM 3500.03E, DODD 7730.65, and CJCS Guide 3501. Additionally, these programs address the amplifying guidance in CJCSI 3500.01H for conducting joint individual, staff, and collective training on an ongoing basis; and for preparing and submitting an annual joint training plan (JTP) in the JTIMS. Commanders will use Individual Task 150-LDR-1002, *Publish a Transition and Implementation Plan for a Joint Task Force*.

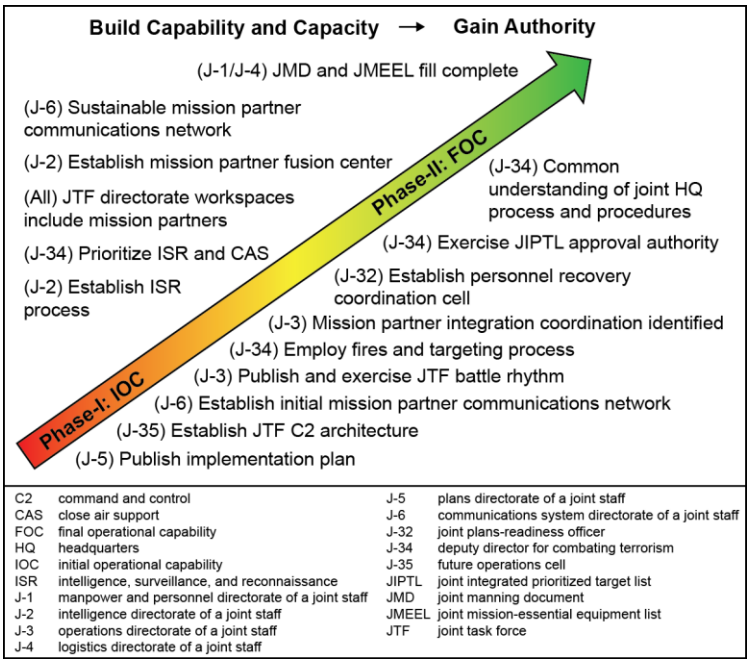


Figure 2-1. Conceptual joint headquarters migration

ESTABLISH ROLES AND RESPONSIBILITIES FOR KEY BILLETS

2-9. The commander establishes the initial framework for all roles and responsibilities based on doctrine, standard operating procedures (SOPs), and the demands or requirements to the combatant command (CCMD). Key billets often include—

- Deputy commanders.
- Chiefs of staff.
- Command senior enlisted leaders (equivalent to Army command sergeant major).
- Principal staff officers.
- Political advisors or foreign policy advisors.
- Interagency liaisons.
- Coalition members.
- Other liaison officers as required.
- The commander's action group or commander's initiative group.
- Executive officer.

In general, the roles and responsibilities are generally the same regardless of mission set. An effective commander implements the art of command when establishing specific guidance on roles and responsibilities outside of normal billet operations and functions. Consideration of joint service involvement through assignment of roles and responsibilities creates inclusion, facilitates team mentality, enables subject matter expert participation, and creates synergy within the joint headquarters construct. Integration of an existing staff that will form the future joint headquarters becomes more complex and special attention must be given to apportioning roles and responsibilities for inclusion. Higher commanders make selections while being attentive to personalities, expertise, leadership qualities, and other aspects particular to the commander and not solely basing decision on similarity of service. Commanders reference Individual Task 150-LDR-1003, *Establish Roles and Responsibilities within the Joint Task Force Headquarters*.

ESTABLISH RELATIONSHIPS WITH JOINT ENABLERS

2-10. Joint enablers vary based on the establishing authority and the mission set. However, the commander sets the conditions by providing clear guidance on how the enablers will be integrated, who is their "sponsor," and what are the planned interactions prior to or during transition. The COS continually reinforces and operationalizes the guidance through briefings, personal interaction, and command "touch points." Joint headquarters will most likely be combined comprised of military forces from various organizations, both joint and multinational. Joint or combined joint headquarters operate with other United States Government agencies (such as a political advisor) and international organizations. Successful commanders appreciate, understand, and realize culture, goals, authorities, capabilities, and caveats for optimal integration. Many enablers are subject matter experts in their functional fields and bring a wealth of knowledge given the maturity level within their respective service or agency. Exploiting and leveraging this expertise through direct interaction within the cohort staff creates synergy, provides alternative perspectives, and expands the joint headquarters' capabilities which will generate a more refined assessment for the commander's decision-making process. The CCMD or establishing authority can facilitate coordination to establish these relationships.

2-11. Ideally, the commander personally meets with, by whatever means are available, senior-level and direct-report joint enablers before JT-IX or JT-X. When the commander establishes this relationship, the onboarding of enabler staffs and other personnel will be an easier process.

ESTABLISH A MISSION PARTNER INTEGRATION COORDINATOR

2-12. An integration coordinator is typically a member of the staff to integrate joint enablers and mission partners who reports directly to the COS. This coordinator works closely with the commander or executive officer of the headquarters and headquarters company or battalion to integrate and support joint personnel. As part of the joint headquarters operational planning team (OPT), the coordinator identifies requirements of administrative and mission specific external mission partners—such as multinational, coalition, and interagency—as well as critical joint enablers essential for successful integration. To facilitate shared

understanding, some mission partners need increased support and coordination because of their languages or institutional cultures. Figure 2-2 illustrates the interorganizational cooperation relationships.

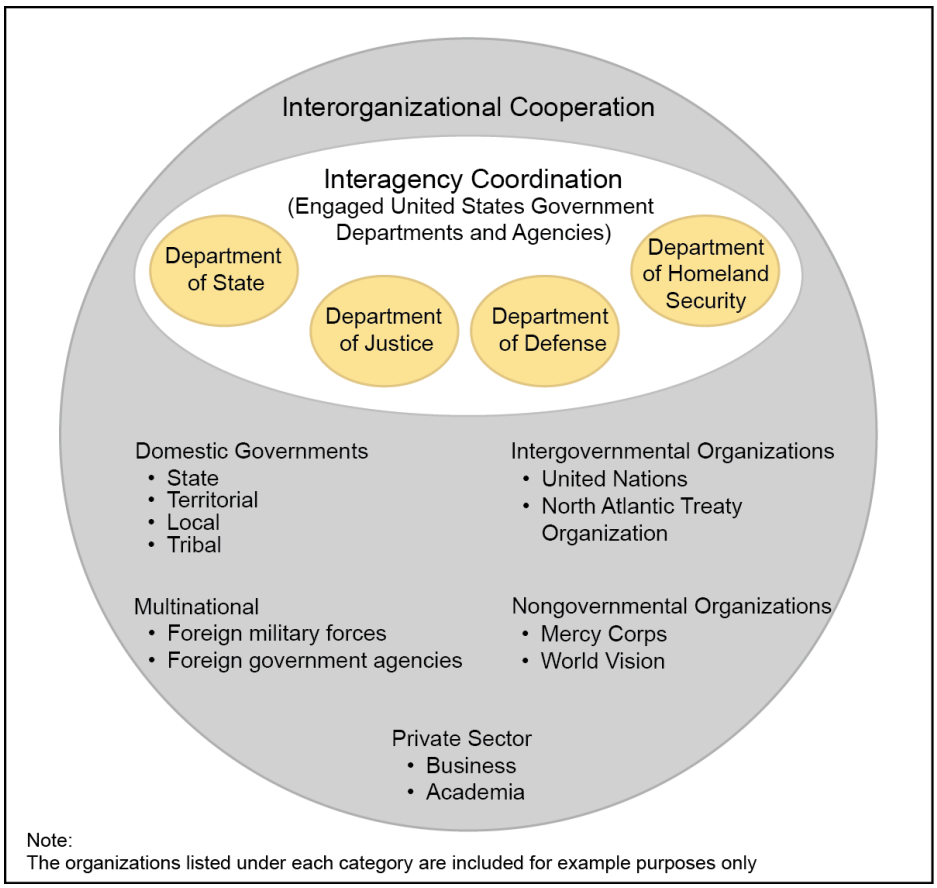


Figure 2-2. Interorganizational cooperation relationships

ESTABLISH PLANNING GUIDANCE

2-13. Designated joint-capable headquarters focus preparation, planning, and training on the most likely missions. Commanders direct planners from the designated headquarters to contact geographic combatant commands to ascertain current conditions. They consider the stance of the economy, politics, and populace. To tailor training events and exercise programs to the current conditions, planners qualify potential areas' attitude toward anti-coalition, anti-government, pro-coalition, pro-government, friendly forces, designated adversary, and any other pertinent influences. Early training activities focus on gaining an awareness of the operational environment, mission set, and problem. These activities also establish—

- Briefing product formats or techniques (formats used by engaged JTF).
- Boards, bureaus, centers, cells, and working groups (B2C2WG) design and frequency (these change with familiarity of mission and battle rhythm).
- Facilitators for each of the B2C2WG with pre-determined inputs and outputs.
- Battle drills.
- Other commander-specific requirements that facilitate, enable, and drive decisions.

2-14. A seven-minute drill process can benefit proponents of cross-functional staff elements when they brief the COS. The staff officer has 7 minutes, using the example in figure 2-3 on page 2-8, to explain to the COS why that particular cross-functional staff element is necessary and how it supports the overall commander's decision cycle. Proponents of other cross-functional staff elements can use the template to develop their

briefs. Successful staffs spend thought and energy on understanding, defining, and identifying typical and emergent command and control issues in respect to authorities, the projected JOA, interoperability issues, lines of communications, and techniques for creating situational and shared understanding. They also organize the staff (key positions with longevity in a joint headquarters mission) to promote continuity and recollect decision-making rationale early in the process that frame current conditions. In addition, the assuming joint headquarters staff considers classification of joint headquarters-developed products (at training events). These products serve as the primary means for sharing information and building situational awareness among external organizations. Perceived transparency and information sharing builds mutual trust and is central to interdependence, maintains relationships with stakeholders in the JOA, and inevitably creates the conditions for joint operations.

2-15. The training section in the forming joint headquarters develops pre-deployment training requirements for incoming rotational personnel within the headquarters or joint individual augmentees, coordinates their reception, and manages typical staff sustainment training. Such training accelerates joint headquarters interoperability and stimulates building the team. Training includes all Services, agencies, and stakeholders able to participate, not just U.S. Army forces. Training includes—

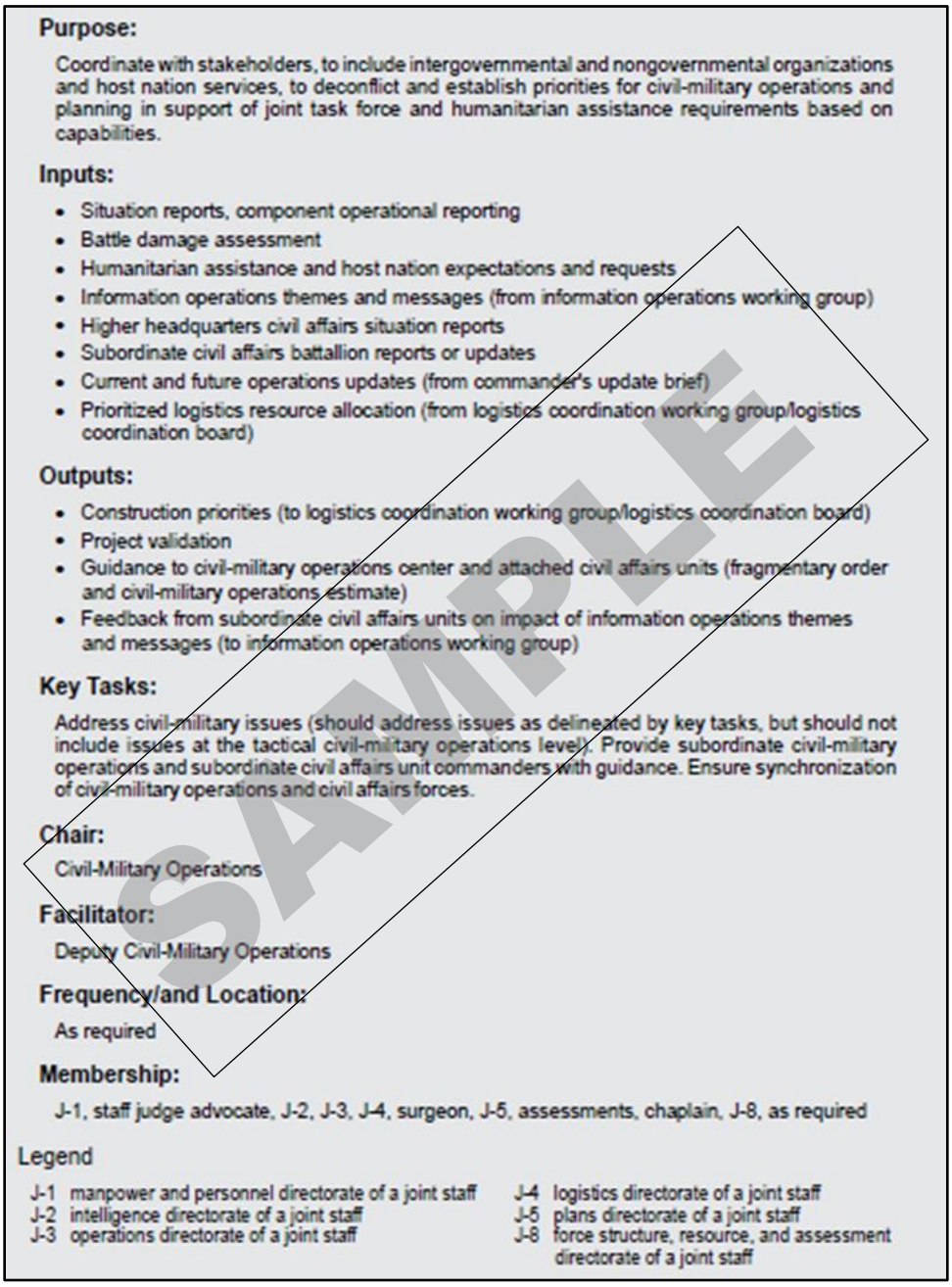
- Common terms and acronyms used by each branch, Service, agency, and partner.
- Enemy capabilities (land, sea, and air).
- Friendly capabilities (land, sea, and air).
- Nongovernmental organization structure and purpose.
- Familiarity with B2C2WG and OPT staff integration elements.

2-16. The format and content for the commander's planning guidance varies based on time available, resources, geographical location, level of command, and time. Ideally, the guidance describes the logic to the commander's understanding of the operational environment (vision), the problem, and the commander's operational approach to the mission. The planning guidance considers the possible diversity and variety of distribution audiences; avoids acronyms, Service-specific references, and military-specific terms nomenclature; it uses commonly-defined and well-understood terminology. Commanders may consider early dialogue with their senior mentor, assigned political advisors, and stakeholder nongovernmental organization representatives before or during development of their planning guidance.

2-17. Planning guidance often includes the following elements:

- A description of the operational environment.
- A problem statement that military operations must solve (both tactical and strategic, considerate of participating nation perspectives).
- A description of the operational approach.
- The commander's initial intent.
- Operational limitations.
- Other factors as desired.

2-18. The Joint Staff (JS) J-7 has developed several small group scenario trainer modules that support OPT and working group internal process training. For more information on the JFC's guidance, refer to JP 5-0. Establishing the planning guidance will be done in accordance with Individual Task 150-LDR-1004, *Establish Planning Guidance for Transitioning to a Joint Task Force Headquarters*. Many Joint Knowledge Online (known as JKO) modules can be used by the command to improve the joint knowledge of staff members.



Purpose:

Coordinate with stakeholders, to include intergovernmental and nongovernmental organizations and host nation services, to deconflict and establish priorities for civil-military operations and planning in support of joint task force and humanitarian assistance requirements based on capabilities.

Inputs:

- Situation reports, component operational reporting
- Battle damage assessment
- Humanitarian assistance and host nation expectations and requests
- Information operations themes and messages (from information operations working group)
- Higher headquarters civil affairs situation reports
- Subordinate civil affairs battalion reports or updates
- Current and future operations updates (from commander's update brief)
- Prioritized logistics resource allocation (from logistics coordination working group/logistics coordination board)

Outputs:

- Construction priorities (to logistics coordination working group/logistics coordination board)
- Project validation
- Guidance to civil-military operations center and attached civil affairs units (fragmentary order and civil-military operations estimate)
- Feedback from subordinate civil affairs units on impact of information operations themes and messages (to information operations working group)

Key Tasks:

Address civil-military issues (should address issues as delineated by key tasks, but should not include issues at the tactical civil-military operations level). Provide subordinate civil-military operations and subordinate civil affairs unit commanders with guidance. Ensure synchronization of civil-military operations and civil affairs forces.

Chair:

Civil-Military Operations

Facilitator:

Deputy Civil-Military Operations

Frequency/and Location:

As required

Membership:

J-1, staff judge advocate, J-2, J-3, J-4, surgeon, J-5, assessments, chaplain, J-8, as required

Legend

J-1 manpower and personnel directorate of a joint staff
J-2 intelligence directorate of a joint staff
J-3 operations directorate of a joint staff
J-4 logistics directorate of a joint staff
J-5 plans directorate of a joint staff
J-8 force structure, resource, and assessment directorate of a joint staff

SAMPLE

Figure 2-3. Seven-minute drill example

ESTABLISH REQUISITE POLICIES AND GUIDELINES

2-19. The commander reviews all current policies and guidelines to determine if each meets the framework required to provide a general strategy on how to handle various situations and guide operations without constant intervention. This particularly occurs when assuming the battlespace of another joint headquarters as part of a rotation, mission change, or re-sizing of the area of operations. If, however, the joint headquarters mission set is new, the commander may request existing and historic examples from the J-7 and units who have conducted similar missions as a joint headquarters under a similar mission set. The commander uses the art of command and science of control to determine the best policies and guidelines for the unit. In either situation the commander assesses the maturity of the staff, the complexity of the mission set, the scope of the

operation, and the parameters for mission success when establishing appropriate policies and guidelines. Effective commanders schedule an interim review of policies and guidelines to ensure all meet the purpose of initial establishment, as well as any significant changes in the joint headquarters scope and purpose.

REQUEST A SENIOR MENTOR

2-20. As part of the initial JTF coordination effort, the commander works with the establishing authority operations directorate of a joint staff (J-3) in coordinating for a highly qualified expert or senior mentor to assist in the transition process. This senior mentor may also be part of the establishing authority's observation team.

JT-VIII: LEAD TRANSITIONING TO A JOINT HEADQUARTERS

2-21. JT-VIII is conducted in an environment as directed by the combatant commander (CCDR), transition team, or both. JT-VIII is event driven. Several of the steps occur over space and time but are intended to culminate in a joint headquarters forming event. This will be the first of two forming events conducted by the headquarters. Joint headquarters forming exercises (FORMEXs) are based on potential missions; they stress the staff to identify deficiencies and create opportunities to gain efficiencies. Joint headquarters readiness events can be designed to exercise the formation of the joint headquarters under CCMD-defined conditions. The FORMEX builds trust between organizations, increases understanding within the CCMD of its requirements for a joint headquarters, and exercises the joint headquarters on the most probable mission sets. The FORMEX takes the place of a traditional Army staff exercise (known as STAFFEX) or command post exercise (known as CPX) type event and is meant to be the 'crawl' phase of the training plan (JT-IX is the second FORMEX and will be the 'walk' event; JT-X is the combatant command joint exercise that serves to certify the joint headquarters and will be the 'run' event).

LEAD THE TRANSITION TO A JOINT HEADQUARTERS

2-22. Commanders decide how to organize and transition the headquarters. They consider several options:

- A standard application of Army functions of mission command, intelligence, fires, movement and maneuver, protection, and sustainment.
- A functional organization of a command group; logistics group; and knowledge management, information superiority, planning, and operations sections.
- A mission-based command group, strategic communications, reconstruction, security and Pol-Mil.
- A hybrid organization with typical joint staff sections in addition to IDC, CUOPS, FUOPS, FUPLANS; or the J-code structure with commander, personal and special staff, deputy commanders, COMREL, COSs, and joint staff sections.

Commanders arrange the organization to best support the decision-making requirements, to support higher headquarters and mission partner information requirements, and to set conditions for subordinate success. Commanders direct how the headquarters monitor, assess, plan, and direct operations. See figure 2-4 on page 2-10. Commanders focus on building lean, agile headquarters that have a bias for action. Lean headquarters stay in their lane at the operational level, leverage reachback and others' capabilities, and continually review requirements to retain focus on the important tasks. Successful commanders dedicate time identifying headquarters functions and determining the appropriate organization and processes before focusing on specifics of manning. Upon deciding the type and functions of the headquarters, the commander then codifies staff roles and aligns Service strengths with a joint manning plan. This plan identifies billets and the means to man the headquarters through by-name-requests, enabler augmenters, unit sourcing using requests for forces (known as RFFs), and joint individual augmentees. Commanders continually assess these plans and adjust as necessary to accomplish the mission while maintaining agility and flexibility. The commander refers to Individual Task 150-LDR-1005, *Lead the Transition of a Joint Task Force Headquarters*.

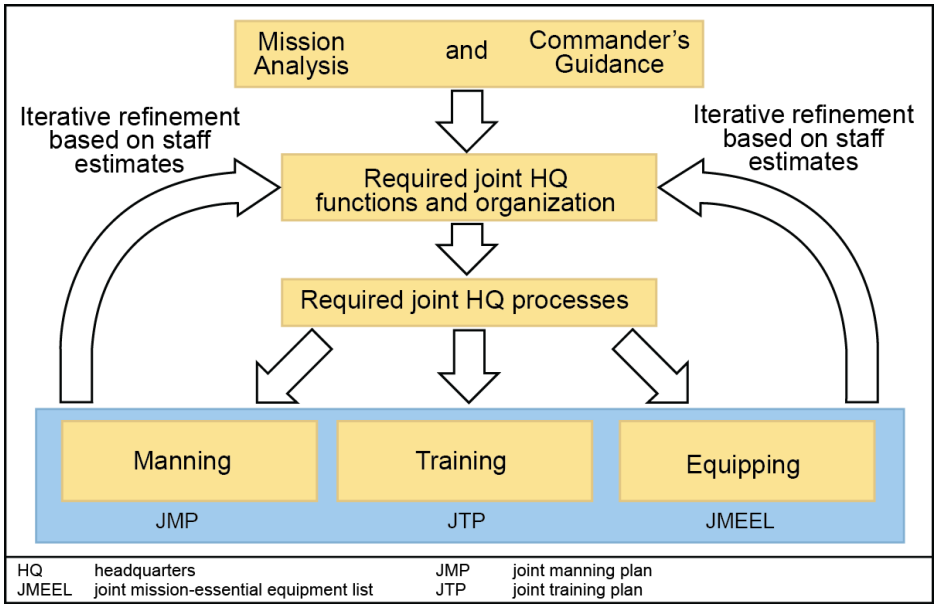


Figure 2-4. Headquarters forming framework

REQUEST AUTHORITIES AND ESTABLISH TERMS OF REFERENCE

2-23. Understanding and requesting the appropriate authorities for the transition and mission set is critical for the commander and staff early in designing and planning both transiting the assigned METs to assist in defining an operational environment and anticipating operational needs. The request process and approval authorities differ in respect to establishing authority; CCMD, GRF, or USSOCOM; mission set; geographical location; and political timing. This step begins before the FORMEX and is then refined until training is complete. The first, and usually the largest, revisions take place in JT-VIII, the first FORMEX. Some common functional considerations include purpose of the joint headquarters, command relationships, mission type and set, tasks (planned or predicted) that will be accomplished or supported, composition of personnel in the joint headquarters, resources available, and funding. Some external mission partners within the designed joint headquarters may have specific authority they can leverage; other partners acknowledge and approve (some legally) these considerations if not common to all joint or combined headquarter partners. These authorities are operationalized through the terms of reference (TORs). Commanders and their COSs have to clearly delineate the roles, functions, and responsibilities of the joint headquarters through codified TORs for subordinate commanders, key staff, and deputies. Challenges may occur in delegation of responsibilities for geographically separated personnel and portions of the joint headquarter key billet personnel or staff.

2-24. TORs typically include focus, function, engagement responsibilities, authorities, and meeting requirements. TORs are detailed to avoid ambiguity and clearly state authorizations to give orders, direction, and guidance that have the same force, effect, and authority as those given by the commander. TORs need to be established and understood early in the process and operationalized through rehearsed battle drills. Commanders establish TORs to mitigate bureaucratic processes and cumbersome procedures and reduce the layers of decision making in the organization. They empower delegated personnel with the authorities to make decisions from a predetermined set of conditions and assigned functions. The empowered personnel can then employ resources to gain the advantage and support the commander's vision and intent. Although TORs are established and approved by the commander, the situation, conditions, enemy actions, or changing governmental restrictions may force adjustments. Any adjustment to the TORs must be formally socialized and confirmed by all affected personnel, disseminated throughout the organization, integrated into new or existing battle drills, and posted (unit SOP on location or technique) for quick reference. The unit can work with the JS J-7 to receive examples and best practices and to complete this event.

ESTABLISH DIRECTIVE AUTHORITY

2-25. There may be situations in which a joint headquarters has a logistics-focused mission. In these situations, the CCDR delegates directive authority for common support capabilities over specific logistic forces, facilities, and supplies to the joint headquarters. Once the CCDR has delegated directive authority for any situation, the commander exercises that authority. The commander references Individual Task 150-LDR-1006, *Establish Directive Authority for a Joint Force*.

FORMALIZE BATTLE RHYTHM BY ESTABLISHING BOARDS, BUREAUS, CENTERS, CELLS, AND WORKING GROUPS AND OPERATIONAL PLANNING TEAMS

2-26. The commander formalizes battle rhythm by establishing B2C2WG and OPTs. The commander directs the COS to ensure the formation and sustainment of any of these B2C2WG or OPTs exist to support commander-centric decision making. A battle rhythm provides a logical arrangement of cross-functional, repetitive staff events that integrate the commander's decision cycle across the three event horizons. Ultimately, every event of the battle rhythm supports the commander's decision making and produces shared understanding across the staff.

2-27. When developing a battle rhythm, the joint headquarters staffs first consider which higher headquarters events they must participate in. Once that is determined, they determine where to locate the JTF commander's touchpoints that best facilitate the decision cycle. The staff need to meet with the commander at the right time to get input and guidance so that planning and product development can continue and timely, well-informed decisions can be made. Each part of B2C2WG is organized for its respective purpose or specific functional subject for commander touch points on that topic or area of interest. These staff assemblies facilitate a cross-functional approach, leverage expertise, and allow for relevant stakeholder interface to solve problems required to coordinate and synchronize efforts across time and space. Logical arrangement of B2C2WG and OPTs allows staffs to manage activities across three event horizons (current operations, future operations, and future plans) and to effectively support the commander's decision-making process. Strong consideration by the commander regarding volume and frequency for all aforementioned assemblies is important as to not overwhelm the manning, capability, and capacity of the staff. Assistant COSs, under the direction of the COS and commander, lead this effort.

CREATE SHARED UNDERSTANDING

2-28. Commanders exert a significant effort to gain and maintain a level of shared understanding for effective decentralized operations within a JTF. The shared understanding is not limited to the strategic and tactical fight. It is a holistic awareness of an operational environment as a set of complex and constantly interacting political, military, economic, social, information, and infrastructure (known as PMESII) variables. The shared understanding also includes an awareness of a continually changing geopolitical context through national guidance (host-nation and coalition nation perceptions) for scope and setting, as well as appropriate attention to prominent stakeholders and pertinent world players. This combined understanding of battlefield framework and environmental elements or events with respect to time and space, enables coalition forces to coordinate and synchronize their efforts in support of the mission. As commanders create shared understanding they also consider the appropriate echelon for knowledge practicality. Lower levels of the JTF may experience information overload provided the significant differences in staff manning, lines of communications, capacity, and capability. Commanders use Individual Task 150-LDR-5007, *Create a Shared Understanding*, to assist in development.

INTEGRATE OPERATIONAL ART AND DESIGN

2-29. In conducting joint operations planning, commanders and staff blend operational art, operational design, and the joint planning process (JPP) as part of the overall process that produces the eventual plan or order that drives the joint operation. Operational art—the creative thinking used to design strategies, campaigns, and major operations and to organize and employ military force—allows commanders to better understand the challenges facing them and to conceptualize an approach for achieving their strategic objectives. Operational art also promotes unified action by helping commanders and staffs understand how to facilitate the integration of interorganizational partners toward achieving strategic and operational

objectives. Operational design extends operational art's vision with a creative methodology that helps commanders and planners to answer the ends, ways, means, and risk questions. Understanding the operation's context, the strategic guidance (desired national and military end states, objectives, and operational limitations), the nature of an operational environment, and the problem that requires commitment of military capabilities is essential in building a common perspective for unity of effort. Commanders use Individual Task 150-LDR-1007, *Integrate Operational Art and Operational Design for a Joint Task Force*.

ESTABLISH THE JOINT SECURITY ELEMENT

2-30. To facilitate joint security operations, commanders establish a joint security element to coordinate joint security operations. The individual who normally leads a joint security element is referred to as the joint security coordinator. The commander uses Individual Task 150-LDR-1008, *Establish the Joint Security Element for a Joint Task Force*.

REINFORCE ROLES AND RESPONSIBILITIES FOR KEY BILLETS

2-31. Commanders have already established these roles and responsibilities under key billets JT-VII. As the headquarters comes together and performs the first unit FORMEX, the commander assesses those roles based on strengths of the staff and mission requirements. The commander will reinforce these roles in JT-VII.

LEAD THE JOINT PLANNING PROCESS

2-32. In this table, the staff begins joint operations planning by using the JPP. Commanders are an integral part of that process. Though the COS is the main face of JPP, the commander has many key moments where leadership is key to the success of operational planning. The commander uses Individual Task 150-LDR-1009, *Lead the Joint Planning Process for a Task Force*.

PROVIDE COMMANDER'S INTENT

2-33. As part of joint planning, commanders deliver their intent to guide the organization in the conduct of joint operations across the range of military actions and succinctly describe what constitutes success. Intent, at a minimum, provides a clear and concise expression of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that best represent the desired end state. The initial intent statement normally contains the purpose, acceptable risk, and military end state as the initial inputs for the planning process. In a joint headquarters, commanders consider the varied educational backgrounds of participants and use common terminology to best express and communicate their intent. As a joint headquarters commander, a deliberate effort to expand a typical commander's intent includes rationale for the mission; desired outcome, end state, behavior, or conditions; sequencing of events to reach desired effects; key decisions to make; and constraints (such as environmental, governmental, or societal) within the battlespace to accommodate all external mission set stakeholders. For clarity, the commander's intent also includes the undesired or unwanted outcomes to avoid any misconception or confusion by external mission partners. The commander's intent nests with the unit mission, orders from higher headquarters, and the unit's designed capabilities. Commanders use Individual Task 150-LDR-5004, *Provide the Commander's Intent*.

ESTABLISH COMMANDER'S CRITICAL INFORMATION REQUIREMENTS AND WAKE-UP CRITERIA

2-34. Commanders develop commander's critical information requirements (CCIRs) to better understand and visualize an operational environment; define or redefine the problem (lethal and nonlethal); and inform planning guidance to support time-sensitive, decision-making requirements. However, CCIRs should not focus solely on data or isolated information but rather provide understanding and knowledge that is contextually relevant to the mission as well as enable assessments of mission objectives accomplishments. Well-developed CCIRs, in combination with operational priorities, help accelerate allocating resources, guide and prioritize use of collection assets and analysis resources, and aid in information flow to create situational and shared understanding. When operating as a joint headquarters, commanders give special attention to develop CCIRs that include joint, interagency, multinational, higher headquarters CCIRs, and any other pertinent stakeholder that can influence decision making. This encompassing and holistic approach

drives a multi-echelon, decision set approach for CCIRs; it addresses tactical, operational, and theater-strategic events while maintaining a broad perspective on security responsibilities not exclusively focused on military. All effective CCIRs address the appropriate commander-level information requirements given the associated delegated authorities and approvals. CCIRs change and mature with mission priorities and operational environments. Not only do commanders dictate the notification criteria and reporting hierarchy with respect to prioritization and specified recipients, they also have a process to periodically review and update CCIRs. In addition to CCIRs, commanders develop wake-up or notification criteria. This criteria is a list, matrix, or worksheet separate from CCIRs. Some CCIRs may be considered wake-up criteria; however, most are delegated and in accordance with decision points from the decision support matrix or decision support template. Doing the above promotes delineation from CCIRs and allows for immediate information sharing among the staff and commander (or designated representatives) deemed important to know.

IDENTIFY PRUDENT RISK

2-35. Throughout the planning process, commanders continually assess risk. Commanders assess and determine the risk threshold they are willing to assume and (in some cases) are allowed to take. Commanders identify to the staff and subordinate commanders the prudent risk that involves potential injury or loss that has been weighed and realized as "worth the cost" against the desired outcomes in terms of mission accomplishment. Joint headquarters commanders include coalition, host-nation, political stakeholders, and any other pertinent external mission participants when evaluating and balancing risks against U.S. national interests and the interests of the host-nation. When identifying prudent risk, commanders assume members of their command will act within a position of responsibility with a degree of care, diligence, and skill that joint headquarters personnel of ordinary prudence would exercise in the same or similar circumstances. Commanders use Individual Task 150-LDR-5002, *Identify Prudent Risk*.

CONDUCT PARTNER TEAM BUILDING

2-36. Commanders have inherently conducted team building exercises throughout their years of Army service. The same basic principles apply at the joint level. Commanders use Individual Task 150-LDR-1010, *Conduct Partner Team Building for a Joint Headquarters*.

JT-IX: CONDUCT JOINT HEADQUARTERS FORMING EVENT

2-37. This FORMEX is based on a 'walk' event as a command post exercise (known as CPX) or warfighter exercise (known as WFX). External evaluators from the CCMD and J-7 may attend. This second FORMEX serves as a final rehearsal for the CCDR certifying the JT-X, combatant command joint exercise. (The first FORMEX occurs in JT-VIII.) Seniors leaders ensure that all members of the joint headquarters attend this event. Of note, not all commands designated as a joint headquarters will be required to participate in operational capability assessment (OCA) certification. Participation is based on mission requirements, resource constraints, or time constraints from a last minute tasking. Units not required to conduct OCA certification can still complete JT-IX, but this will typically be completed at home station during the conduct of daily operations. Further, units not completing the certification can repeat JT-VIII as a method for avoiding JTF training atrophy. The commander, at this stage of the tables, can contact the establishing authority to arrange an assist visit. The assist visit can help the commander refine training requirements and build training proficiency with experts before the final event.

REVIEW AND IMPLEMENT THE MISSION FROM THE ESTABLISHING AUTHORITY

2-38. In JT-VII, the commander understands the mission and readiness requirements for the JTF. In JT-VII, the commander reviews those requirements and the mission from the establishing authority. The commander ensures that the staff implements and incorporates any updates and changes into the plan.

BUILD RELATIONSHIPS WITH PARALLEL, SUBORDINATE, AND SUPPORTING JOINT AND INTERAGENCY ENABLING ORGANIZATIONS

2-39. JT-IX and its associated events incorporate all organizations that support the JTF's mission. The exercise also includes team-building activities that bring these joint and interagency enabling organizations

into the unit socially as well as within the confines of military operations. For example, the I Corps commander leads a social at a local venue during the first few days of a command post exercise (known as CPX) joint headquarters forming event that includes the Australian Crises Response Coordination Group (known as CRGC), the policy advisors, and members from the International Red Cross to build relationships and trust within the organization. The commander can delegate this authority to the DCG or COS, but effective commanders attend as many team-building events as time and missions allow.

LEAD THE JOINT PLANNING PROCESS

2-40. In JT-IX, the staff conducts detailed joint planning by using the JPP. Commanders are an integral part of that process. Though the COS is the main face of JPP, the commander has many key moments where their combined leadership is key to the success of operational planning. The commander uses Individual Task 150-LDR-1009, *Lead the Joint Planning Process for a Task Force*.

CONDUCT COMMANDER ASSESSMENTS, GUIDANCE, AND DECISION FORUMS

2-41. Throughout the JPP and operations, the commander continually assesses the operations, providing updated guidance, and conducting decision forums. Commanders use the following tasks to assist in those efforts: Individual Task 150-LDR-1011, *Conduct Commander Assessments for a Joint Task Force*; Individual Task 150-LDR-5009, *The Commander Issues Guidance*; Individual Task 150-LDR-1012, *Conduct Decision Forums for a Joint Task Force*.

INFORM AND INFLUENCE RELEVANT AUDIENCES

2-42. The commander and other leaders within the joint headquarters circulate the battlefield during JT-IX to inform and influence relevant audiences. The staff keeps current on all running estimates to support the commander's efforts. Leaders will use Individual Task 150-LDR-5005, *Direct Information-Related Capabilities to Inform and Influence*.

CONDUCT BATTLEFIELD CIRCULATION

2-43. As part of informing and influencing relevant audiences, the commander circulates the battlefield. This circulation is not only for the relevant audiences, but for the joint headquarters as well. Commanders use Individual Task 150-LDR-1013, *Conduct Battlefield Circulation for a Joint Task Force*.

JT-X: CONDUCT COMBATANT COMMAND JOINT EXERCISE

2-44. JT-X is the culmination exercise of both the headquarters and the unit as a whole. As an Army unit, the validation exercise typically takes place as a warfighter exercise (known as WFX) where the unit may receive an external evaluation (EXEVAL) for MET proficiency and reporting. As a joint headquarters, this exercise is set and defined by the CCDR. The exercise will culminate with at final *T* rating for readiness reporting based on the unit's J-METL and A-METL tasks approved by the CCMD. Prior to the event, the joint headquarters commander or designated representative participates in a basic and detailed concept brief to present certification status and issues to the establishing authority.

REVIEW AND GAIN APPROVAL OF THE UNIT'S JOINT CAPABLE HEADQUARTERS READINESS PROGRAM WITH THE CCDR

2-45. The commander reviews the unit's readiness program throughout the exercise and makes final adjustments before the conclusion of the exercise, as needed. The certifying authority then approves the unit's JTF capable readiness program.

LEAD THE JOINT HEADQUARTERS PERFORMING JOINT MISSION-ESSENTIAL TASKS AND ASSIGNED MISSION-ESSENTIAL TASKS

2-46. The commander receives J-METs and A-METs from the establishing authority. For example, the III Corps commander receives three A-METs—Conducting Theatre Stability Operations, Conducting Air and

Sea Lines of Communication Security, and Provide Training to Host Nation Security Forces—from United States Central Command (USCENTCOM) before III Corps conducts its JTF exercise. The commander leads the unit in the conduct and successful completion of all J-METs and A-METs.

2-47. The outcome of JT-VII through JT-X is a joint headquarters working as a cohesive unit led by the commander. The commander is certified to conduct operations at the joint headquarters level regardless of mission variables. In JT-X, the commander leads the joint headquarters to the completion of all A-METs, leads the joint planning process, successfully commands in an operational environment consistent with the future designated mission, and receives an EXEVAL from the CCMD.

2-48. Upon completion of the OCA event and certification period (JT-VII through JT-X), the command will—

- Submit a memorandum to the establishing authority that provides justification that the criteria listed in the OCA have been achieved. The command ensures that all relevant training products are included and may also include the following:
  - Joint headquarters criteria established by the higher commander.
  - Relevant lessons learned and unresolved issues.
  - The joint headquarters plan of action and milestones to resolve any issues that can be addressed at the joint headquarters level.
  - Joint headquarters recommendations for enhancement to joint doctrine, SOPs, war plans, resources, and exercise design.
  - The joint headquarters commander's plan to sustain readiness until the next certification.
- Present a mission training and readiness assessment briefing to the establishing authority approximately 30-45 days after the conclusion of the culminating training event.
- Establish and execute measures to sustain capability as a joint-capable headquarters.
- Address issues identified during the certification process within the capability of the joint headquarters to resolve.

2-49. The establishing commander typically is assessed on the following criteria:

- Is capable of competently commanding and controlling all assigned and attached joint or multinational forces for a given mission.
- Is proficient in the process of developing J-METs for assigned missions.
- Has a valid sourced joint manning document (JMD) for assigning mission tasks or to accomplish joint headquarters mission tasks.
- Has a valid and sourced joint mission-essential equipment list (JMEEL) for assigned missions to accomplish joint headquarters tasks.
- Has participated in a joint headquarters training regimen addressing joint and, where applicable, multinational operations and is entered into JTIMS.
- Has participated in a culminating training event in which external observation of joint headquarters performance was conducted.
- Has a current mission readiness assessment entered into DRRS addressing joint capabilities.

2-50. Once the certification is received, the establishing authority signs a letter designating the headquarters as a joint-capable headquarters. The letter directs any applicable overarching actions required of the joint headquarters and the higher command. It may also provide follow-on guidance for the joint headquarters. The letter should be maintained permanently by the joint headquarters.

2-51. Upon completion of chapter 2, the commander utilizes TC 6-6 Checklist JT-1 (*Joint Commander Training Tables*) in appendix A to verify completion.

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Chapter 3
The Staff

This chapter describes training tables for staffs and their responsibilities for transitioning and integrating to a joint headquarters. It first discusses efforts the staff puts forth for joint operations. Next the chapter discusses joint table (JT)-VII: set the conditions for transitioning to a joint headquarters. The chapter then covers the tasks involved with JT-VIII: lead transitioning to a (combined) joint task force headquarters. The chapter progresses to detail the tasks in JT-IX: conduct joint headquarters forming event. The chapter concludes with a discussion of JT-X: conduct combatant command joint exercise. The staff transitions tables are conducted under the authority of the joint headquarters commander and the guidance and leadership of the chief of staff (COS). The deputy commanding generals (DCGs) and deputy COSs also have a role in ensuring the tasks are met. Upon completion of these tables, the commander can certify the staff to operate as joint headquarters.

EFFORTS

3-1. Staffs develop ongoing training efforts to improve their joint and multinational capabilities at the individual, staff, and collective levels. The Joint Training System (JTS), nested throughout the tables, are used to instill this training. JTS is divided into four phases: requirements phase, plans phase, execution phase, and assessment phase. Phase one and two take place in JT-VII and JT-VIII, respectively. The execution phase takes place in JT-VIII and JT-IX. The assessment phase culminates in JT-X. The staff uses the Joint Training Information Management System (JTIMS) to determine effectiveness and to generate training proficiency assessments using the "Execution" feature within JTIMS.

3-2. This chapter lays out training tables to transition a staff to a JTF. These tables are renamed as JT-VII through JT-X respectively as shown in table 3-1 on page 3-2. JT-VII is completed while still acting as an Army headquarters. Upon completion of chapter 3, the COS and commander will utilized TC 6-6 Checklist JT-2 (*Joint Staff Checklist*) in Appendix A to verify completion.

Table 3-1. Mission command training tables for staff transition to a joint headquarters

JT-VII	*JT-VIII*
Set conditions for transitioning to a joint HQ	**Transition to a joint HQ**
• Understand the operational environment • Assess the current situation • Conduct transition and implementation planning • Establish relationships with joint enablers • Establish information requirements • Establish battle rhythm events—B2C2WG • Identify and establish reporting requirements • Establish joint C2 architecture • Establish additional training criteria • Establish joint training plan • Establish joint academics and manning workshops • Identify sustainment requirements • Establish manning and equipping plans	• Receive and integrate joint personnel • Request authorities and establish TORs • Task organize the joint force • Integrate joint HQ actions • Conduct the joint planning process • Display and share relevant information • Identify prudent risk • Establish ISR process • Establish mission partner fusion center • Implement control and coordination measures • Exercise battle rhythm • Establish mission partner communications networks • Propose a joint operations area
Venue: Commander Directed–Green *Facility: As determined by the commander*	*Venue: Joint HQ Forming Event I–Purple* *Facility: As determined by the commander*
JT-IX	*JT-X*
Conduct joint HQ forming event	**Conduct combatant command joint exercise**
• Conduct the joint planning process • Provide joint task force planning support to CAP • Establish personnel recovery coordination cell • Sustain a mission partner communications network • Manage the joint processes • Coordinate joint logistics • Exercise JIPTL approval authority • Employ fires and targeting process	
Venue: Joint HQ Forming Event II–Purple *Facility: Training area*	*Venue: IAW establishing authority guidance* *Facility: Training area*

B2C2WG	boards, bureaus, centers, cells, and working groups	ISR	intelligence, surveillance, and reconnaissance
C2	command and control	JIPTL	joint integrated prioritized target list
CAP	crises action planning	JT	joint table
HQ	headquarters	JTF	joint task force
IAW	in accordance with	TOR	term of reference

JT-VII: SET CONDITIONS FOR TRANSITIONING TO A JOINT TASK FORCE HEADQUARTERS

3-3. As mentioned above, JT-VII is conducted while still an Army unit. The conditions for this table begin with the unit receiving guidance or orders from higher headquarters about transitioning to a joint headquarters. This table sets the conditions for the transition to take place. The COS is the signature authority for this table.

UNDERSTAND THE OPERATIONAL ENVIRONMENT

3-4. To begin the process, the commander relays a vision and assessment of the battlefield framework, developed through the situational understanding of an operational environment, to the COS and DCGs and gives initial guidance. This initial assessment includes—but is not limited to—size, composition, capabilities, and other significant attributes critical to mission success and other special considerations within an operational environment. The COS directs the staff to conduct mission analysis of the operational environment as time and manning allow. The COS receives updates from the staff and reports updated information to the commander.

3-5. Based on the mission set and nature of the operational environment, JTF commanders commonly establish additional staff directorates to address nonstandard requirements. Examples of these are geopolitical representatives, resource management, and civil-military directorates. The addition of directorates does not fundamentally change any of the staff processes, but the additions should be captured in the terms of reference (TORs) and battle rhythm. The COS, under the guidance of the commander, establishes these additional directorates and integrates them into the staff. (See JP 3-33 for more discussions on process when adding directorates.)

3-6. After the initial development of the operational picture, the COS directs the staff to develop a more detailed situational understanding of the complex and changing operational environment with a focus on transregional, multi-domain, and multifunctional security threats. Different mission sets or other factors can include the geography of the joint operations area (JOA), the nature of the crisis (such as a flood or an earthquake), and time available to accomplish the mission. If possible, the assuming joint headquarters dialogues with the existing joint headquarters to establish interorganizational partnerships with mission partners and other appropriate stakeholders. Establishing these partnerships helps commanders understand the political and policy aspects of the mission and the approved processes and procedures that define the JTF's role and mission. The COS will use Collective Task 71-JNT-5311, *Understanding the Joint Operational Environment for Joint Task Force*.

ASSESS THE CURRENT SITUATION

3-7. While conducting mission analysis on the operational environment, mentioned in paragraph 3-4, the staff assesses the current situation based on the commander's guidance, orders from higher headquarters, and the assigned mission. Assessing the current situation is a process, not an event. During JT-VII, the staff expects that the current situation, as known, to provide enough detail to coordinate mission planning. The staff also expects that the situation in the operational environment changes as time progresses. The COS ensures that staff sections maintain situational awareness through any means available to the command. For example, the corps COS has a weekly staff synchronization meeting while still 90 days out. These meetings synchronize all staff functions; ensure that the assistant chief of staff for intelligence (G-2) brief the staff current threat, the political advisor and crisis response coordination group (known as CRCG) briefs the geo-political changes and associated effects; and the staff provides implications of both threat and other variables throughout the JOA. Each assistant COS keeps all running estimates current and is prepared to brief the commander or deputy commanders on the current situation throughout all phases of the operation. These latter briefs are called five-minute drills, drills in which the battle major has five minutes to give the commander or DCG an update on the current situation and the effects of threat actions on future friendly actions. Deputy commanders and the COS also ensure the staff have time to assess not only threat capabilities, but the capabilities of any joint force, coalition partner, and the host nation. The staff crosswalks effects from the threat and operational environments on the capabilities and vulnerabilities of the unit and all unified action partners. The COS uses Collective Task 71-JNT-5200, *Assess Tactical Situation for Operations for a Joint Task Force*.

CONDUCT TRANSITION AND IMPLEMENTATION PLANNING

3-8. The staff assists the commander in establishing the transition and implementation plan. The planning covers the entire staff, including those directorates, augmenters, and individuals yet assigned. The COS (assisted by the assistant COSs or assistant chief of staff for operations [G-3]) leads this planning as they prepare to transition to the joint staff. The COS ensures that the staff primaries have enough time to conduct internal functional planning. As part of this planning, the COS receives from higher headquarters the expected

battle rhythm for the mission, formats the higher headquarters wishes to receive joint headquarter outputs, and methods in which the higher headquarters wishes to receive these outputs. The planning establishes with the higher headquarters what to report, where to report, when to report, and how to report so commanders can make timely and informed decisions. Staffs use methods other than email for pushing and pulling information. The COS receives a firm answer from higher headquarters on systems and outputs required. If the higher headquarters does not provide a preference of reporting systems, the COS works with the digital crew and knowledge management (KM) team on the systems that best fit the situation given the mission, requirements from higher headquarters, systems of subordinate units, and established unit standard operating procedures (SOPs). Once the COS establishes the formats, schedules, and methods, the chief builds SOPs for the headquarters as it prepares to transition. Once subordinate headquarters are identified for the mission, the COS ensures that the headquarters push the same information to these organizations allowing these units to conduct their own transition planning. The unit can use the "Plan" steps within Collective Task 71-JNT-5500, *Establish a Joint Task Force Headquarters*, to ensure all points of doctrine are met.

ESTABLISH RELATIONSHIPS WITH JOINT ENABLERS

3-9. Joint enablers vary based on the establishing authority and the mission set. These enablers can include—

- A joint enabling capabilities command.
- Deployable joint task force augmentation cell.
- Combat support agencies.
- Defense Intelligence Agency.
- Defense Logistics Agency.
- Defense Threat Reduction Agency.
- National Security Agency.
- National Geospatial Agency.

The commander sets the conditions by providing clear guidance on methods to integrate the enablers, their sponsor, and planned interaction prior to or during the transition. The COS continually reinforces and operationalizes this guidance with briefings, personal interaction, and command touch points. As joint headquarters will most likely be combined and comprised of military forces from various organizations, both joint and multinational, relationships with joint enablers should either highlight or focus on these multinational relationships. For optimal integration, commanders consider the culture, goals, authorities, capabilities, and caveats of multinational partners. Many enablers are subject matter experts in their functional fields who have a wealth of knowledge given the maturity level within their respective services or agencies. Exploiting and leveraging this expertise through direct interaction within the cohort staff creates synergy, provides alternative perspectives, and expands the joint headquarters' capabilities that generates a more refined assessment for the commander's decision-making process.

3-10. Once joint enablers are identified, both U.S. and international, the COS and DCGs reaches out to them to establish relationships. The COS and DCGs make every effort to bring the leadership of these enablers to the division or corps headquarters for face to face meetings. The COS ensures that all staff members understand the unique capabilities of these enablers and seek opportunities to give cross-partner briefs, working groups, or workshops. Each assistant COS researches how the section can benefit from these enablers. If enablers are integrated in the staff sections, each assistant COS or director aligns the enablers' functional specialties with mission-required outputs regardless of uniform type or nationality.

ESTABLISH INFORMATION REQUIREMENTS

3-11. The staff and the commander work the task to establish information requirements. The staff—throughout steps in JT-VII—captures information requirements that they deem critical and nominates them to the commander. Staff cells and sections still maintain non-critical information requirements at their level. These non-critical information requirements may be elevated as commander's critical information requirements (CCIRs) at any given point throughout the operations process as determined by the commander. The commander selects from the staff-nominated and commander-generated information requirements and sets the command's CCIRs. The command use Collective Task 71-JNT-5130, *Determine Commander's*

Critical Information Requirements (*CCIR) for Joint Task Force*, and Collective Task 71-JNT-2120, *Determine Operational Information Requirements for Joint Task Force*. The COS assigns a knowledge management officer for the command. Each section has a knowledge management representative. The COS manages the knowledge management officer.

ESTABLISH BATTLE RHYTHM EVENTS—BOARDS, BUREAUS, CENTERS, CELLS, AND WORKING GROUPS

3-12. Throughout the joint headquarters are various battle rhythm events—boards, bureaus, centers, cells, and working groups (B2C2WG). There are no exact listings of all that the headquarters may have. Each commander and staff tailors their own needs and balance these needs with the mission and requirements from higher headquarters. COSs seeking more help consult with the JS J-7 for a list of B2C2WG in their best practices information packets. In this table, the focus of each part of B2C2WG resembles items in the seven minute drill:

- Name of the B2C2WG.
- Purpose of the event.
- Required outputs.
- Chair.
- Lead staff section.
- Primary point of contact.
- Location of the event.
- Logistics and communication requirements.
- Integration and classification requirements.
- Time and frequency of meeting.
- Required inputs.
- B2C2WG membership.

3-13. Commanders, deputy commanders, and COSs allow white space within the battle rhythm and avoid inundating the staff with too many meetings. The B2C2WG help build the battle rhythm.

Boards

3-14. Boards are determined by the commander, COS, and mission requirements. Boards combine the affects and outcomes of cells and working groups and have delegated decision-making authority codified within the TORs. Boards facilitate commander's decision making throughout the operation and provide the commander with time and flexibility to perform other functions necessary for the success of the mission. Other functions can include conducting media engagements and meeting with host nation heads of state. The COS and deputy commanders get clear guidance from the commander on the desired outcomes of each board.

Bureaus

3-15. Bureaus are organized to provide touchpoints with outside organizations such as the joint information bureau and joint visitors bureau. Bureaus are established by the commander to allow outside organizations access to the command on a limited and as needed basis. Many bureaus have additional logistical and communications requirements based on the needs of the commander and the mission.

Cells

3-16. Cells help in the execution of all tasks within the joint headquarters. Some cells are determined by doctrine, the information operations cell, and the joint data network operations cell. However, most cells are determined by the commander and mission requirements. JT-VII begins organizing each cell by listing directors, tasks, and purposes for each.

Centers

3-17. Centers are locations in which the command typically has the necessary coverage in both time and resources to govern large amounts of personnel, information, or other requirements. A center is an enduring functional organization with a supporting staff designed to perform a joint function within a joint force commander's headquarters. Centers often involve major logistical requirements and manpower such as movement, reception, and operations. The staffing and leadership of centers is defined by the commander, needs of the unit, and the mission. (See JP 3-33 for more information on centers.)

Working Groups

3-18. Working groups are established to assist either a board or commander in making a decision. Working groups vary based on mission set and are typically nested with working groups established by higher headquarters. However, the commander can use uncommon working groups to better the end state of the mission. For example, the JTF commander tasks the staff to establish a red cell working group—the deputy intelligence directorate of a joint staff (J-2), a field-grade level officer from the communications system directorate of a joint staff (J-6), and the protection cell officer in charge—to conduct opposition planning and discover gaps in a branch plan produced by the plans directorate of a joint staff (J-5.) COSs guard against too many working groups as they can become cumbersome and more of a burden to the staff. With the assessment team, COSs routinely analyze all outputs and the value added of working groups to ensure that they lead to decisions and are not just for information sharing. COSs should, under the approval of the commander, eliminate working groups that have become stagnant or do not produce outputs that meet the commander's criteria. The COS uses Collective Task 71-JNT-5572, *Establish Cells within the Joint Task Force Headquarters*, and Collective Task 71-JNT-5573, *Establish Boards and Processes with the Joint Task Force*.

IDENTIFY AND ESTABLISH REPORTING REQUIREMENTS

3-19. Reporting requirements are typically set by the higher command, for example the combatant command (CCMD) or Department of Defense. The staff receives these reporting requirements and ensures that processes are in place for these requirements, when answered, to be sent to the tasking authority. The unit, in turn, develops its own unique reporting requirements, typically based on those from higher and the mission, to be sent to subordinate units. Reporting requirements may or may not be tied to CCIRs. The command uses Collective Task 71-JNT-5106, *Establish Reporting Requirements for the Joint Task Force*.

ESTABLISH THE JOINT HEADQUARTER COMMAND AND CONTROL ARCHITECTURE

3-20. Early collaborative planning with unified action partners is essential to successful operations. It is vital that the command leverage the unique skill sets and capabilities of each unified action partner within an alliance or coalition. In most cases, units take on coalition or joint partners in key staff positions as designated by the commander. Staffs conduct the proper amount of mission analysis for the commander to provide what additional personnel are coming, the ranks and levels of each, and the desired participation amounts. In many cases, commanders appoint coalition partners as deputy commanders and one or two other key positions. A best practice from previous transitions keeps certain positions—such as the COS and J-3—led by the United States. The unit maintains a joint C5 mindset: command, control, cooperation, collaboration, and coordination. By establishing this architecture early in the transition process, the joint headquarters is better prepared to receive partners into the alliance or coalition and better positioned to act rapidly to mission requirements. The command uses Collective Task 71-JNT-5107, *Establish the Joint Task Force Command and Control Architecture*.

ESTABLISH ADDITIONAL TRAINING CRITERIA

3-21. Often personnel in the command hold positions that require additional training to complete their mission in a joint environment. For example, the digital crew receives training on Global Command and Control System-Joint (GCCS-J) or the public affairs cell receives additional training from the political advisor. Though training opportunities develop throughout the tables, the commander and COS ensures that members of the staff get every opportunity to receive this training during JT-VII. Leaders leverage their

senior noncommissioned officers, empowering them to receive training and then to train the remainder of the cell or functional area.

ESTABLISH THE JOINT TRAINING PLAN

3-22. The G-3/5/7 leads the effort to establish the joint training plan (JTP). The training plan is tailored to the mission, operational environment, coalition participation, commander's intent, and direction from higher headquarters. Commanders give the staff guidance on which direction to take and areas to focus to build the training plan. The training plan encompasses all joint and coalition partners to the extent possible. The training covers the multi-domain battlefield and encompasses specific areas of emphasis on which the staff are working as outlined by the commander. For example, a corps commander can ask the information operations cell, the intelligence staff officer, the protection cell, and the assistant chief of staff for signal (G-6) to focus training 60 days out on the cyber-domain of the current threat in the assigned mission.

3-23. Once the transition plan is established and the operational environment has been analyzed, the G-3/5/7 establishes the JTP. The JTP consists of several factors including the mission command training tables (MCTTs) for a joint headquarters, the unit Combined Arms Training Strategy (known as CATS), funding and resourcing requirements, requirements from the tasking authority (such as the CCMD), any J-METs or A-METs, the commander's intent, areas of extra command emphasis, and mission requirements. Once complete, the command publishes the JTP in the JTIMS. The G-3/5/7 uses Collective Task 71-JNT-5591, *Establish the Joint Training Plan for a Joint Task Force*.

ESTABLISH JOINT HEADQUARTERS ACADEMICS AND MANNING WORKSHOPS

3-24. The academics workshops help personnel within the joint headquarters better understand their operational functions, the operational environment, and the mission. These workshops typically occur before a major training event. Examples of workshops include the following:

- **Mission Analysis Workshop**: focuses on refining J-MET operational (known as OP in the Universal Joint Task List) 5.5 enabling tasks, refining associated measures, and assigning staff section responsibility.
- **Personnel Workshops**: supports update of the joint-capable headquarters joint manning document (JMD). Facilitates participation of CCMD, Service components, joint enabling capabilities command, JS manpower and personnel directorate of a joint staff (J-1), and other joint headquarters enabler commands.
- **Equipping Workshop**: facilitates participation of CCMD, Service components, joint enabling capabilities command, deployable joint command and control subject matter experts and other joint headquarters enabler commands in development of the joint mission-essential equipment list (JMEEL).
- **Training Workshop**: supports development of the JTP and assists the joint headquarters staff in linking assigned J-METs with staff training objectives and readiness requirements.
- **Academics Workshop**: tailors plenary academic sessions, functional area break-out working groups, and staff planning workshops.

The command works with the J-7, the tasking authority, and Mission Command Training Program (known as MCTP) to establish these workshops.

IDENTIFY SUSTAINMENT REQUIREMENTS

3-25. The assistant chief of staff for logistics (G-4) leads the effort to identify sustainment requirements. Once the command establishes all unified action partners, the operational environment, the mission, and the unit training plan, the G-4 ensures that the unit identifies all sustainment requirements, to include those of the host nation, as needed. Working with the G-2, the G-4 identifies vulnerabilities to sustainment throughout all phases of the operation and seeks solutions to mitigate those risks. The G-4 develops products that give the commander the *so what* of sustainment for use for exercises as well as the mission. For example, the G-4 graphically depicts risks to lines of communications for maritime resupply for phase three of the operation, given the enemy's most likely course of action (COA), and limits resupply to 24 hours of reserves of key munitions and 36 hours of fuel during high intensity conflict. A best practice for several joint headquarters

is to establish a sustainment operations center that ties in with the unit joint operations center (JOC). The G-4 also ensures that the joint headquarters integrate key personnel from other Services and coalition partners into the joint staff. The G-4 noncommissioned officer in charge (NCOIC) is a resource that the sustainment cell can use to provide training on joint and coalition force key capabilities as well as threats on those capabilities from the enemy. The G-4 uses Collective Task 71-JNT-4002, *Identify Sustainment Requirements for the Joint Task Force*.

ESTABLISH MANNING AND EQUIPPING PLANS

3-26. There are required steps to effectively transition a single-Service organization from its routine Service-related missions to that of a joint headquarters. Key to this process is creating a JMD that defines the joint headquarters' overall manpower requirements needed to complete its mission. The JMD can be filled through multiple sourcing methods to include units, multinational partners, other government agencies, and contractors. The JMD provides the venue for requesting the joint individual augmentation necessary to staff the joint headquarters. (See JP 1-0 for more on augmentation.) The commander, in concert with the current and the establishing commander's staff, develops and organizes a draft joint headquarters JMD to forward for the establishing commander's validation and approval. Further, designated Service headquarters commanders emphasize the development of a JMEEL of joint command and control (C2) systems, applications, communication systems, and support equipment for the joint-capable headquarters. Equally important is the preparation of a C2 equipping plan that includes the JMEEL, identifies required manning and system-specific training for C2 systems and applications, and addresses how C2 capability shortfalls or gaps will be sourced. Such pre-crisis C2 equipment planning helps joint-capable headquarters have a joint C2 systems, applications, and communications capability that is interoperable with the supported CCMD's C2 architecture, functional component commands, subordinate Service and multinational tactical forces, and potential mission partners. (See JP 3-33 for more on joint headquarters.) The COS—in coordination with the J-1, J-6, or digital crew— ensures that the JMD and JMEEL are complete and support the CCMD's order and the joint headquarters commander's intent.

3-27. Once complete, the staff uploads the JMD, in accordance with the establishing authority's intent, into the Fourth Estate Manpower Tracking System (known as FMTS) and identifies battle roster fills and core billets. Of note, for exercise events, the JMD and the exercise support manning document are maintained separately to avoid confusion regarding what exactly composes the designated joint headquarters JMD for the given exercise or mission.

3-28. The joint headquarters ensures that a commander O-6 (or GS-15) or above signs the JMEEL as the certifying official indicating that the JMEEL is valid in content and accuracy. Upon completion of the JMEEL, the command forwards the JMEEL to the establishing authority for record of completion.

JT-VIII: TRANSITION TO A JOINT HEADQUARTERS

3-29. JT-VIII transitions into a joint headquarters for the exercise. This table focuses around an event, typically a staff exercise (known as STAFFEX) serving as a high command for a warfighter exercise (known as WFX). The JS J-7 can send small tailored teams forward to assist joint headquarters' commanders and staffs to increase headquarters effectiveness through over-the-shoulder individual training. JT-VIII is the joint headquarters forming event I. Commands take the steps within JT-VII and put them into practice in this table. The COS is the signature authority for this table.

RECEIVE AND INTEGRATE JOINT PERSONNEL

3-30. The unit begins receiving additional personnel from various backgrounds and with various skill sets. The J-1 and J-6 make every effort to ensure manning and network integrations are seamless. Ideally, personnel coming into key staff directory positions immediately integrate and get the opportunity to operate as appointed and within the TORs. Supporting staff personnel train on all policies as procedures as time and the mission dictate. System accesses and workspace allocation happen immediately to avoid lag time of arriving personnel. Senior leaders ensure that divisions in the staff by Service or by nation do not occur and that incoming personnel's abilities and skill sets match the position assigned to maximize the effectiveness

of all personnel. The command uses Collective Task 71-JNT-5521, *Integrate Joint Task Force Staff Augmentees*.

REQUEST AUTHORITIES AND ESTABLISH TERMS OF REFERENCE

3-31. The staff works with the commander to request authorities and establish TORs. Understanding and requesting the appropriate authorities for the forthcoming transition and mission set is critical for the headquarters early in design and planning to assist in defining the operational environment and anticipating operational needs. The request process and approval authorities differ in—

- The establishing authority—CCMD, GRF, or USSOCOM.
- Mission set.
- Geographical location.
- Political timing.

Some common functional considerations include purpose of the joint headquarters, command relationships, tasks (planned or predicted) that will be accomplished or supported, composition of personnel in the joint headquarters, and funding. Mission partners within the designed joint or combined headquarters may carry specific authorities that can be leveraged to increase effectiveness towards success of the mission. If not common to all joint or combined headquarters partners, then the partners acknowledge and approve (some legally) these considerations.

3-32. Established authorities are operationalized through TORs. Commanders and their COSs have to clearly delineate the roles, functions, and responsibilities of the joint headquarters through codified TORs for subordinate commanders, key staff, and deputies. Challenges occur when they delegate responsibilities for geographically separated personnel and portions of the joint headquarters key billet personnel or staff. TORs typically include focus, functions, engagement responsibilities, authorities, and meeting requirements. TORs are detailed to avoid ambiguity and clearly state authorizations to give orders, direction, and guidance that have the same force, effect, and authority as those given by the commander. Established to mitigate bureaucratic processes and cumbersome procedures, TORs reduce the layers of decision making in the organization. These terms empower delegated personnel with the authority to make decisions from a predetermined set of conditions and assigned functions to employ resources, to gain the advantage, and to support the commander's intent and vision. Commanders establish TORs early in the process and staffs operationalize them through rehearsed battle drills. Although TORs are established and approved by the commander, the situation, conditions, enemy actions, or changing governmental restrictions may force adjustments. Staffs disseminate TORs throughout the organization, integrate them into new or existing battle drills, and post them (in unit SOPs) for quick reference. All affected personnel formally socialize and confirm any adjustment to TORs. The unit works with the JS J-7 to receive examples and best practices and to complete this event.

TASK ORGANIZE THE JOINT HEADQUARTERS

3-33. This task takes place before the event. The staff develops an outline task organization to execute the mission and COA. Joint headquarters organization and command relationships are based on the operation or campaign concept of operations, complexity, and degree of control required. Establishing command relationships includes determining types of subordinate commands and the degree of authority to be delegated to each. Clearly defining command relationships further clarifies the commander's intent and contributes to decentralized execution and unity of effort. The commander has the authority to determine the types of subordinate commands from several doctrinal options, including Service components, functional components, and subordinate joint commands. The following are considerations for establishing joint force organizations:

- Joint headquarters normally are organized with Service and functional components with operational responsibilities.
- Functional component staffs should be joint with Service representation in approximate proportion to the mix of subordinate forces. These staffs are organized and trained prior to employment in order to be efficient and effective, which requires planning.
- Commanders may establish support relationships among components to facilitate operations.

- Commanders define the authority and responsibilities of functional component commanders based on the strategic concept of operations and may alter their authority and responsibility during an operation.
- Commanders must balance the need for centralized direction with decentralized execution.
- Major changes in the joint force organization are normally conducted at phase changes.

(See JP 5-0 for more information on joint force organizations.)

3-34. The staff assists the commander in exercising or delegating operational control over assigned and normally over attached forces. The commander also may exercise tactical control, have coordinating authority, or be in a support relationship as either a supported or supporting commander. The joint headquarters establishes and codifies clear command relationships leveraging operational control, tactical control, and support command relationships to ensure unity of effort and synergy of action. The command receives detailed training from Collective Task 71-JNT-5341, *Task Organize for Operations for Joint Task Forces.*

INTEGRATE JOINT HEADQUARTERS ACTIONS

3-35. A critical function of the joint headquarters is to organize the operational area to assist in integrating, coordinating, and deconflicting joint actions. The commander can employ areas of operations, joint special operations area, amphibious objective areas, and joint security areas to support the organization of the operational area within the assigned JOA. The commander, assisted by the staff, employs control measures to achieve differing types of joint actions. The staff then integrates these actions into the joint operations planning.

3-36. The key component of integrated actions is the establishment and empowerment of the JOC. Commanders can manage the JOC with varying degrees of authorities and personnel. The COS gets guidance from the commander of the desired JOC capabilities. Most JOCs are run by experienced battle majors. Battle majors coordinate and manage the inflow of data within the JOC. They balance information with understanding the 'so what' of all reports. For example, if the joint force maritime component commander (known as JFMCC) reports to the JTF that an enemy sub has sunk a transport ship, then the battle major calls attention in the JOC and demands status from all cells on the effects of that significant action. The status reported includes—

- The cost in sustainment of supply and the impact on the current fight at sustained rates.
- The type of signature of the weapon system that sank the ship.
- The munition used that sank the ship.
- The direction the sub attacked.
- The implications of that direction on future attacks.
- Ships in the area also capable of attacking.
- Available clear routes so a decision maker can reroute if needed.
- Vulnerable information operations messages that the enemy can use to their advantage and methods to counter that message.

3-37. The battle major and the JOC are typically run by the chief of operations (CHOPS) and JOC sergeant major (SGM). The commander, deputy commanders, and COS go to the CHOPS for the latest updates. The JOC SGM ensures that the JOC runs smoothly and personnel are trained on JOC operations. Integration within the JOC of all functions and directorates facilitates mission success.

3-38. Commanders can delegate authorities within the TORs to empower the CHOPS and battle majors. To ensure joint integration within the JOC, the CHOPS run five minute drills that exercise SOPs and push the joint coordination within the headquarters. The CHOPS, JOC SGM, and battle majors display the joint operational picture at all times and integrate all digital systems through the most effective means to give commanders the full operational picture. The command uses Collective Task 71-JNT-5441, *Integrate Joint Headquarters Actions.*

CONDUCT THE JOINT PLANNING PROCESS

3-39. The joint planning process (JPP) is an orderly, analytical process that consists of a logical set of steps to analyze a mission, select the best COA, and produce a joint operation plan or order. The JPP helps commanders and their staffs organize their planning activities, share a common understanding of the mission and commander's intent, and develop effective plans and orders. The commander drives the JPP, but the COS typically controls the process. At this point in the tables, the COS uses the event to conduct an initial run through of the JPP with integrated partners participating in their key roles. Civilian entities—such as the political advisor, coalition partner, or a crisis response coordination group (known as CRCG) —have key roles in the JPP ensuring cross-functional and cross-domain synergy. The JPP focuses on lethal outcomes as well as possible flexible deterrent operations (FDOs)—also known as off-ramps—that the joint headquarters can lead or force upon the threat to deescalate or end the conflict. FDOs should be as much thought out as the actual planning of the lethal fight with clearly articulated triggers. For example, the JTF uses the media to target a message to a leader of a threat nation. The media highlights slowing of friendly logistical buildup and anti-missile placement. The message directs the leader of the threat nation to pull back troops and ships within a JOA. This action by friendly media highlights the United States' desire for stability. FDOs are end states built within the plan as much as defeating or destroying enemy forces. The unit uses Collective Task 71-JNT-5102, *Conduct the Joint Planning Process for Joint Task Force*.

DISPLAY AND SHARE RELEVANT INFORMATION

3-40. In the joint staff, including unified action partners, the command displays and shares relevant information based on security and mission requirements. For example, the CHOPS and battle major display the 12-hour significant actions graphically, updated CCIRs with the most up to date answers for each, CCIRs from higher command with the most updated information, current approved TORs and battle rhythm, and the current fragmentary order. The JOC, as the key integration location of the joint headquarters, typically hosts this display. However, the COS ensures that the information and operational picture is displayed at the alternate command post and other areas designated by the commander. See Collective Task 71-JNT-5317, *Share Relevant Information for the Joint Task Force*.

IDENTIFY PRUDENT RISK

3-41. Throughout the planning process, the commander and staff continually identify and assess risk. Staffs continuously identify risks that the unit are assuming to keep the fight moving forward. Risks should only be taken deliberately to allocate time and resources to decisive actions or FDOs. Taking tactical and strategic risks should be event, not time based. The staff identifies recommendations to the commander on risk and no risk areas. For example, the staff recommends to the commander to accept risk for closing a line of communications to the JOA to one for diplomatic reasons as part of an FDO. The staff assists the commander with Individual Task 150-LDR-5002, *Identify Prudent Risk*.

ESTABLISH THE INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE PROCESS

3-42. Intelligence, surveillance, and reconnaissance (ISR) is a joint activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations activity. The COS assists the J-2 and J-3 as they lead the ISR process. As a joint headquarters, the command holds numerous resources available to allocate to lower commands on an as needed basis. The staff receives guidance from the commander on the rules for allocating resources as well as on authorities of joint ISR synchronization boards and working groups regarding the tasking of these assets. For example, the commander establishes priorities for joint ISR based on staff recommendations. Then the ISR synchronization board implements those priorities by tasking available resources. The commander uses Collective Task 71-JNT-2220, *Conduct the Intelligence, Surveillance, and Reconnaissance Process for Joint Task Force*.

ESTABLISH THE MISSION PARTNER FUSION CENTER

3-43. A fusion center is an ad hoc collaborative effort among several units, organizations, or agencies that provide resources, expertise, information, and intelligence to a center with the goal of supporting the rapid execution of operations by contributing members. Fusion centers work best if they have participation from all the key elements in the JOA and representatives from all of the joint functions. When possible, fusion centers include unified action partners. The COS, under the guidance of the commander, establishes a mission partner fusion center that focuses on unified action partner operational processes and objectives. The COS uses Collective Task 71-JNT-5700, *Establish the Mission Partner Fusion Center Joint Task Force*.

IMPLEMENT CONTROL AND COORDINATION MEASURES

3-44. Commanders may employ various control and coordination measures to facilitate effective joint operations. Control measures are directives to subordinate commanders to assign responsibilities, coordinate joint actions, and control operations. Commanders tailor their use of control measures to conform to the higher commander's intent, their own mission, and the amount of authority delegated to subordinates. Coordination measures may include establishing boundaries, objectives, a fire support coordination line, coordinating altitudes to deconflict air operations, air defense areas, amphibious objective areas, and submarine operating areas. The COS-designated personnel work with the commander to implement control and coordination measures. The command uses Collective Task 71-JNT-3170, *Implement Control and Coordination Measures for Joint Task Force*.

EXERCISE BATTLE RHYTHM

3-45. Establishing and exercising the battle rhythm is one of the greatest challenges of the staff. Establishing the battle rhythm is a process, not an event. A battle rhythm is refined and updated throughout the tables as the mission and commander see fit. All changes to a battle rhythm are disseminated widely for proper implementation. Commanders take the following items into consideration:

- Decision support matrix requirements.
- Higher headquarters battle rhythm.
- Deliverables and suspenses required from higher headquarters that feed battle rhythm events.
- Supporting unit battle rhythms.
- Inputs of events.
- Outputs and deliverables of events.
- Impacts of outputs and deliverables such as decisions they support.
- Time needed for planning and preparing for scheduled events.
- Commander’s personal battle rhythm.
- White space for rest and planning cycles.
- Communication support requirements.
- B2C2WG requirements.
- Daily, weekly, and monthly events.
- Effects of time zone changes.
- SOPs for degraded communications outside the headquarters.

3-46. The COS develops a clear battle rhythm that provides the opportunity for synergy and shared understanding, both within the staff and with affected organizations. Designing a battle rhythm is a key element of the staff process and needs to be synchronized up, across, and down the organization. The COS exercises the battle rhythm in this table to work out the items identified in paragraph 3-45 and other items identified by the commander. Commanders give the COS the time and authority needed to take a tactical pause during this training event to refocus the battle rhythm, add or eliminate events, review outputs of events and ways they feed into the decision cycle for the commander, and reset changes to the battle rhythm before continuing. Functional leads and directors work with the COS on establishing a battle rhythm and make exceptions or conduct retraining as needed. For example, the chief of the targeting board identifies weaknesses in the staff on the targeting process. The chief then recommends to the COS that the upcoming

joint ISR synchronization board, which runs smoothly, be tabled until the unit completes its retraining on the deficient event. By waiting, the targeting board gets the time needed to refine their processes and procedures. The chairs of each event, supported by the COS, ensure that the proper individuals are attending the correct events. Often deputy directors and deputy cell leads are the correct level of participation. However, sometimes the primary staff officer needs to participate. The COS uses Individual Task 150-MC-5123, *Establish a Battle Rhythm*, and Collective Task 71-JNT-5571, *Manage Joint Task Force Processes*.

ESTABLISH MISSION PARTNER COMMUNICATIONS NETWORKS

3-47. Planning and collaboration is enhanced when all mission partners exchange critical information in a mutually understood language using mission-specific classification and releasability levels throughout an operation. When the United States leads multinational operations, the Department of Defense establishes a communications network built on a federation of networks contributed by the CCMD or joint headquarters as well as willing mission partners. Whether classified or unclassified, the mission partner communications network must be capable of securely integrating mission partners' systems using the mission partner communications network information technology infrastructure, enterprise services, and architectures. (See JP 6-0 for more information on communications network.) The J-6, under direction from the commander, oversees this network establishment. During the exercise of this table, the command exercises, to the extent possible, the network. The J-6 and other partner subject matter experts ensure that the network is secure, reliable, supports the desired battle rhythm, is tailorable and flexible, and meets the commander's intent. The J-6 uses Collective Task 71-JNT-5114, *Establish Mission Partner Communication Networks for Joint Task Force*.

PROPOSE A JOINT OPERATIONS AREA

3-48. Upon receipt of the mission and throughout mission analysis, the joint staff drafts and then proposes a JOA to the commander. The proposal considers orders from higher headquarters, CCMD's guidance, guidance from the commander, the threat, and the operational area. The COS uses the task organization of the unit to further refine the JOA to the joint headquarters' unique capabilities. For example, the JTF incorporates a port and sea lines of communication along a known enemy smuggling route in the JOA based on the JTF's inclusion of a battle group.

JT-IX: CONDUCT JOINT HEADQUARTERS FORMING EVENT

3-49. Joint headquarters forming exercises (FORMEXs) based on potential missions stress the staff and identify deficiencies and opportunities to gain efficiencies. This table is event driven and serves as a joint headquarters forming event II. Joint headquarters readiness events can be designed to exercise the formation of the joint headquarters under establishing authority's defined conditions. The FORMEX builds trust between organizations, increases understanding within the CCMD of its requirements for a joint headquarters, and exercises the joint headquarters on its most likely mission sets. The joint headquarters commander is the signature authority for this table.

CONDUCT THE JOINT PLANNING PROCESS

3-50. The JPP consists of planning activities associated with joint military operations by CCDRs and their subordinate joint force commanders in response to contingencies and crises. It transforms national strategic objectives into activities by developing operational products that include planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces. As part of planning, the command continues the JPP. At this stage, planning focuses on a transition to the joint headquarters as well as development and sustainment of the joint-capable headquarters readiness program. The commander uses Collective Task 71-JNT-5101, *Conduct Operational Design for Joint Task Force*, and Collective Task 71-JNT-5102, *Conduct the Joint Planning Process for Joint Task Force*.

PROVIDE JOINT TASK FORCE PLANNING SUPPORT TO CRISIS ACTION PLANNING

3-51. Crisis action planning (CAP) is an adaptive planning and execution process involving the time-sensitive development of joint operation plans and operation orders for deploying, employing, and sustaining

assigned and allocated forces and resources in response to an imminent crisis. The joint headquarters becomes familiar with all relevant CCMD CAPs and supports these CAPs as required. The commander uses Collective Task 71-JNT-5302, *Provide Joint Task Force Planning Support to Crisis Action Planning*.

ESTABLISH PERSONNEL RECOVERY COORDINATION CELL

3-52. The personnel recovery coordination cell is the primary joint force component organization responsible for coordinating and controlling component personnel recovery missions. The COS and J-1 oversee the establishment of this cell. The commander uses Collective Task 71-JNT-6290, *Establish a Joint Personnel Recovery Center*.

SUSTAIN A MISSION PARTNER COMMUNICATIONS NETWORK

3-53. In JT-VIII, the command established the network. The mission partner communications network assists commanders in their effort to achieve unity of effort and seamless exchange of operational relevant information with mission partners from the operational to the tactical levels. Sustaining the mission partner communications network implementation includes integrating liaisons, refining communications network requirements and capabilities within tolerance of multinational communications agreements, integrating U.S. interpreters, and refining a coherent releasability or disclosure policy. The J-6 reviews Collective Task 71-JNT-5114, *Establish Mission Partner Communication Networks for Joint Task Force*.

MANAGE JOINT HEADQUARTER PROCESSES

3-54. Once the battle rhythm is set and functioning, the COS ensures that the knowledge management team and others develop processes that simultaneously support the commander's decision-making cycle, satisfy higher headquarters' information requirements, and allow the commander to execute command forces. These processes are integrated with the desired organizational structure and support the identified functions of the headquarters. Staffs must understand the commander's preferred decision-making style and venues. The TORs delineate roles, authorities, and functions of the command group and key staff prior to developing specific processes in the headquarters. COSs oversee this process. The COS uses Collective Task 71-JNT-5571, *Manage Joint Task Force Processes*.

COORDINATE JOINT LOGISTICS

3-55. This task is led by the logistics directorate of a joint staff (J-4.) Support planning aims to determine the sequencing of time-phased force and deployment data (known as TPFDD). This data includes personnel, logistic, and other support necessary to provide mission support, distribution, maintenance, civil engineering, medical support, personnel service support, and sustainment for the joint force in accordance with the concept of operations. In JT-VIII, support planning is conducted in parallel with other planning. The sustainment, tied to an event in this table, may be completed via simulation if other options are not available. The J-4 completes Collective Task 71-JNT-4001, *Coordinate Joint Logistics for Joint Task Force*.

EXERCISE JOINT INTEGRATED PRIORITIZED TARGET LIST APPROVAL AUTHORITY

3-56. The joint headquarters commander has the responsibility to conduct planning, coordination, and deconfliction associated with joint targeting. As part of that responsibility, the commander approves or delegates approval of the joint integrated prioritized target list (JIPTL) developed from component and staff nominations. The operations directorate of the joint staff assists the commander in this effort. The command, led by the joint headquarters commander and the J-3, uses Collective Task 71-JNT-3102, *Exercise Joint Integrated Prioritized Target List Approval Authority*.

EMPLOY FIRES AND THE TARGETING PROCESS

3-57. To employ fires is to use available weapons and other systems to create a specific lethal or nonlethal effect on a target. Fires typically produce destructive effects, but some ways and means, such as electronic attack and other nonlethal capabilities, can be employed with little or no associated physical destruction. As the command exercises the JIPTL in the task "Exercise Joint Integrated Prioritized Target List Approval

Authority," the joint headquarters commander, supported by the staff, conducts joint targeting and complete the cyclical process with the employment of fires. Upon employment of fires, the staff updates the JIPTL and running estimates and nominates new targets. The command uses Collective Task 71-JNT-3000, *Employ Operational Fires for Joint Task Force*, and Collective Task 71-JNT-3100, *Conduct Joint Force Targeting for Joint Task Force*.

JT-X: CONDUCT COMBATANT COMMAND JOINT EXERCISE

3-58. JT-X is the combatant command joint exercise. This is the culmination exercise of both the headquarters and the unit as a whole. The validation exercise typically takes place as a warfighter exercise (known as WFX) in which the unit may receive an external evaluation (EXEVAL) for MET proficiency and reporting. This exercise is driven by the establishing authority and mission requirements. Once the unit completes the exercise, the commander, in coordination with the evaluating commander, assigns a T and A rating for the unit as a whole.

3-59. Upon completion of chapter 3, the COS and commander will utilize TC 6-6 Checklist JT-2 (*Joint Staff Checklist*) in appendix A to verify completion.

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Chapter 4
The Command Post

This chapter lays out training tables for a command post (CP) to transition to a joint headquarters. First it discusses the staff responsibilities when transitioning. Then it covers joint table (JT)-VII: set the conditions for transitioning to a joint headquarters. JT-VII is completed while still acting as an Army headquarters. The chapter then covers the CP tasks involved with JT-VIII: lead transitioning to a (combined) joint task force headquarters. The chapter progresses to detail the tasks in JT-IX: conduct joint headquarters forming event. The chapter concludes with a discussion of JT-X: conduct combatant command joint exercise.

RESPONSIBILITIES

4-1. The CP transition tables are conducted under the authority of the commander and the guidance and leadership of the operations sergeant major (SGM). The deputy commanding generals (DCGs), chiefs of staff (COSs), knowledge management team, G-6 or J-6, and battle majors also have a role in ensuring the tasks within the tables are met. Upon completion of these tables, the CP is certified to operate as joint headquarters. These tables are renamed as JT-VII through JT-X respectively as shown in table 4-1.

Table 4-1. Mission command training tables for a command post to transition to a joint headquarters

JT-VII	***JT-VIII***
Set the conditions for transitioning to a joint HQ	**Integrate personnel, systems, and equipment**
• Conduct CP requirements analysis • Coordinate liaisons and attachments • Establish CP architecture • Build network support plan • Build sustainment and manning plan • Establish joint CP SOPs • Review CP battle drills • Perform CP administration • Build initial load out plan	• Establish CPs • Conduct CP operations to support tactical operations • Conduct CP daily operations • Establish safety requirements • Review infrastructure support to communications • Exercise security protocols • Conduct SCIF operations • Establish acceptance of risk criteria
Venue: Commander Directed–Green *Facility: As determined by the commander*	*Venue: Joint HQ Forming Event I–Purple* *Facility: As determined by the commander*
JT-IX	***JT-X***
Conduct joint HQ forming event	**Conduct combatant command joint exercise**
• Conduct CP daily operations • Conduct continuity of operations for joint HQ	• Conduct CP daily operations • Conduct continuity of operations for joint HQ
Venue: Joint HQ Forming Event II–Purple *Facility: Training area*	*Venue: IAW establishing authority guidance* *Facility: Training area*
CP command post HQ headquarters IAW in accordance with	JTF joint task force SCIF sensitive compartmented information facility SOP standard operating procedure

JT-VII: SET CONDITIONS FOR TRANSITIONING TO A JOINT TASK FORCE HEADQUARTERS

4-2. JT-VII begins with the design and requirements of the CP. Most joint headquarters fall in on equipment and facilities to one degree or another. The operations SGM works with the current unit, if applicable, to ascertain current CP requirements. If the unit is standing up a headquarters, the operations SGM works with planners to ascertain future CP requirements. JT-VII also focuses on planning for and reception of liaisons. This may or may not include unified action partners or joint enablers. The operations SGM ensures location and equipment integration. The CP also begins working through battle drills. Steps within this table are conducted while still an Army unit. JT-VII sets the conditions for the transition. The operations SGM, COS, DCG, G-6, and battle majors play significant roles.

CONDUCT COMMAND POST REQUIREMENTS ANALYSIS

4-3. The initial work with JT-VII is establishing the CP requirements. The operations SGM works with the commander, COS, and plans section to receive guidance and information on these requirements. After receipt of the mission and in the initial stages of mission analysis, the operations SGM confers with the section SGMs and noncommissioned officers in charge (NCOICs) on their CP requirements. Among items for the operations SGM to consider are—

- The current layout, manning, and sustainment of existing joint headquarters CPs in the joint operations area (JOA).
- The number of CPs required.
- An operational environment and its effects on the CP.
- Mission requirements of the CP (daily, weekly, and monthly).
- Commander's guidance on CP architecture and requirements.
- Coalition or host-nation requirements.
- Interoperability of systems.
- Interactions of staff sections.
- Guidance and requirements from higher and the establishing authorities.
- Limitations and constraints (from current structures to future cyber footprint).

4-4. Once requirements are identified, the operations SGM reviews current and projected joint CP manning and equipping capabilities. The operations SGM then—with the assistance of the section, functional SGMs, or NCOICs—builds an action plan that identifies gaps, shortfalls, limits of acceptable risks, and recommended mitigations and requests for support. The CP action plan is staffed through the COS and planners with the final CP action plan briefed to the commander for decisions and actioning to the higher headquarters.

COORDINATE LIAISONS AND ATTACHMENTS

4-5. As the mission requires and in accordance with unit capabilities, the CP plans for and begins receiving liaisons and attachments from U.S. military as well as unified action partners. Having a functional joint reception, staging, onward movement, and integration (known as JRSOI) plan that defines how to receive and implement these partners into the staff is extremely important. The COS ensures that additional personnel have the digital and physical requirements in place for connectivity and assisting the commander in the conduct of unified land operations. The command pays special attention to the needs and requirements of interagency partners and their unclassified system requirements. Each mission command warfighting function cell has a role to play in this process. The COS determines the extent that each cell leader will participate in the reception and integration of these liaisons and attachments. When the command receives liaisons or attachments not organic to the unit, the COS or operations SGM refers to Collective Task 71-CORP-5019, *Integrate Liaisons and Attachments for Corps*.

Note. As the unit transitions to a joint headquarters, joint enablers and liaisons join the unit on different timelines. Though captured here in JT-VII, the operations SGM and COS ensures that this step is accomplished from JT-VII through JT-X.

ESTABLISH THE COMMAND POST ARCHITECTURE

4-6. The CP architecture is a dynamic, flexible structure that consists of the elements of and interactions among the training and operational environments, the CP, and the mission command system (personnel, networks, information systems, processes and procedures, and facilities and equipment) operating within the battlespace. The operations SGM—based on feedback from the commander, section leaders, and the CP action plan—finalizes the structure that is the CP based on the architecture in which it resides. This includes diagrams of all equipment and personnel.

4-7. Establishing guidance for each type of CP and methods to employ them is based on specific functions. Common considerations include:

- Administration operations.
- Assessing operations.
- Controlling operations.
- Coordination with internal and external organizations.
- Building and maintaining of situational understanding.

4-8. In addition, the operations SGM also identifies or projects the enemy electronic order of battle as well as the contested and congested operational environment. Given the maturity of the organization and the anticipated dynamic threat, CP guidance constantly evolves and is addressed when internal or external conditions change that will affect the purpose, function, or effectiveness of the designated CP. This step is achieved with the written layout and functional support requirements of the CPs, the CP action plan, the network support plan (see paragraph 4-9), and the sustainment and manning plan (see paragraph 4-10). The commander approves the CP architecture and the operations SGM briefs it to the command.

BUILD THE NETWORK SUPPORT PLAN

4-9. The operations SGM and section SGMs or NCOICs work with the G-6 to establish the hardwiring and space requirements for communications and the network. Items for consideration are:

- Server space requirements.
- Server access requirements.
- Satellite requirements.
- Generator and lighting requirements.
- Flow of traffic around and through wired areas.
- Sustainment and manning support to alternate CPs.
- Classification constraints to the network.
- Transportation of the network support equipment to and from the JOA.

Once complete, the operations SGM assists the G-6 in briefing the command on the network support plan.

BUILD THE SUSTAINMENT AND MANNING PLAN

4-10. The assistant chief of staff for personnel (G-1), G-4, G-1 NCOIC, and G-4 NCOIC lead the effort to build the sustainment and manning plan. The G-6 briefs the CP action plan and the commander approves it, then the G-6 sends the requests to higher for approval of CP architecture. Once approval is received, the operations SGM works with the personnel and logistics sections on the CP sustainment and manning plan. The sustainment and manning plan includes but is not limited to—

- All required classes of supply.
- CP meals schedule.
- Shift work considerations.

- Mail.
- Trash.
- Parking.
- CP protection.
- Mechanic support.
- Host-nation constraints and restraints.
- Operating tempo.

The operations SGM works with the personnel and logistics sections in briefing the sustainment and manning of the CP plans to the command.

ESTABLISH JOINT COMMAND POST STANDARD OPERATING PROCEDURES

4-11. Most units have standard operating procedures (SOPs) for their CP already established. However, many units with JTF capabilities have not developed a CP SOP that covers joint operations. The operations SGM works with the JS J-7 if no current SOP exist and if a current joint SOP needs updating based on current best practices and procedures. Once obtained, the operations SGM works with section SGMs and NCOICs on reviewing and updating the SOP based on the mission set, guidance from higher, and commander's intent.

REVIEW COMMAND POST BATTLE DRILLS

4-12. At this stage, the operations SGM ensures that all liaisons, joint enablers, attachments, and organic staff have battle drill SOPs. The operations SGM can assist new personnel in understanding these SOPs and see that they, as necessary, conduct the battle drills. For example, the XVIII Corps operations SGM shares the battle drill SOPs with the Nigerian army SGM in English and French. The SGM explains concepts within the SOPs for certain battle drills, and assists the Nigerian SGM in running 15 Nigerian officers and noncommissioned officers through the battle drills, and explains U.S. actions during the drills.

PERFORM COMMAND POST ADMINISTRATION

4-13. The COS, battle major, or operations SGM ensures that the CPs are staffed and that the administrative functions of the CP are running. These administrative functions include but are not limited to security clearance access roster (known as SCAR) at access points, shift change schedules and briefing timelines, equipment refueling and maintenance schedules, Class I timeline, and transportation to and from the CP schedules.

BUILD THE INITIAL LOAD OUT PLAN

4-14. The final step in JT-VII is for each section to build their initial load out plan. This plan entails all equipment the section brings to the JOA. The load out plan continues to be revised through the two forming exercises (FORMEXs) in preparation for JT-X: combatant command joint exercise. The operations SGM and logistics section maintain the current load plans.

JT-VIII: INTEGRATE PERSONNEL, SYSTEMS, AND EQUIPMENT

4-15. The operations SGM—in coordination with the COS, J-6, J-4, J-1, and digital crew—ensures that all personnel, systems, and equipment are integrated into the unit. JT-VIII also includes establishment of information systems and sensitive compartmented information facility (SCIF) operations. This table is conducted in concert with the staff JT-VIII joint headquarters initial forming event.

ESTABLISH THE COMMAND POSTS

4-16. In JT-VIII, the section typically establishes a command post in an already existing structure. The CPs resemble as closely as possible the known conditions for the actual joint headquarters mission. Understanding that this is the crawl phase of the tables, the operations SGM uses the opportunity to train, retrain, and adjust all necessary architecture and requirements based on the mission and commander's guidance. The command

successfully completes this step when the CPs are established and lessons learned throughout the exercise are implemented.

CONDUCT COMMAND POST OPERATIONS TO SUPPORT TACTICAL OPERATIONS

4-17. Once the CP receives and integrates liaisons, joint enablers, unified action partners, or attachments, it conducts CP operations in accordance with the commander's intent, operational requirements, and unit SOP. The headquarters further establishes additional CPs as the unit's table of organization and equipment (TO&E), capabilities, the commander's intent, directives from the combatant commander, and operational variables dictate. The alternate CP meets the same criteria as the main unit CP. Most units transitioning to a joint headquarters do not have the ability to set up or occupy the actual CP until arriving on station for the mission. However, the operations SGM and the COS can ensure that every training opportunity is met prior to occupying that final CP. For example, the I Corps operations SGM incorporates U.S. Air Force and Australian Army personnel into the CP and brings NCOICs in for a CP walkthrough to discuss locations, connectivity, training, and upcoming scenarios. The operations SGM also shares SOPs for battle drills.

CONDUCT COMMAND POST DAILY OPERATIONS

4-18. JT-VIII gives the unit the initial look at conducting daily operations within the joint headquarters. The operations SGM ensures that all personnel, systems, and equipment are in the location that best supports the commander and the mission. The operations SGM works throughout the table, relooking the existing CP architecture and refining ways to make that architecture more efficient and better able to support the commander.

ESTABLISH SAFETY REQUIREMENTS

4-19. The COS or operations SGM ensures that all risk assessments and safety protocols are being met by the CP and CP operations. The unit completes Collective Task 71-CORP-5145, *Conduct Risk Management for Corps*, and all proponent safety training and evaluation outlines (T&EOs).

REVIEW INFRASTRUCTURE SUPPORT TO COMMUNICATIONS

4-20. This table allows the command to test the network support for communications. Sections and boards, bureaus, centers, cells, and working groups (B2C2WG) provide feedback to the J-6 and operations SGM on bandwidth limitations, communication blackouts, and other issues that are or will cause degradation to communications. Once reviewed, the J-6 and operations SGM work to ensure changes are made and SOPs updated.

EXERCISE INFORMATION SYSTEMS

4-21. Each unit has differing mission command information systems (known as MCIS) based on its TO&E and unit designed capabilities. With the inclusion of joint enablers and unified action partners, the integration and interoperability of unique systems is a priority. The operations SGM, J-6, digital master gunners (DMGs), digital crew, and knowledge management (KM) team work with all additional personnel, liaisons, and enablers to ascertain network requirements. The main information of the joint headquarters focuses on and around a common system. However, several obstacles may prohibit wide use of a common system. If needed, the joint headquarters can provide a common system to supporting units (within classification restraints) that allows that unit to feed into the joint headquarters operational picture. For example, the joint headquarters sends a Global Command and Control System-Joint (GCCS-J) to a joint force air component commander with training to maintain a common operational picture throughout the joint headquarters. The unit works through all networking issues to lay out a course of action (COA) enabling the commander to view the joint headquarters operational picture efficiently. Network security should always be a priority with partner nations within the CP. During this table, the operations SGM helps the unit work through networking and connectivity issues. Once the unit establishes a working COA, it makes every effort to capture the procedures within its SOP.

ESTABLISH SECURITY PROTOCOLS

4-22. Establishing security protocols includes but is not limited to badging, security clearance access roster (known as SCAR) roster adherence, foreign disclosure SOPs, and disposal requirements. The operations SGM works with the protection cell to ensure that it mitigates all security risks.

CONDUCT SENSITIVE COMPARTMENTED INFORMATION FACILITY OPERATIONS

4-23. This section of JT-VIII does not apply to all units. Further, some units require temporary sensitive compartmented information facility (TSCIF) operations. Each unit complies with Army policy and unit SOPs when establishing a SCIF or TSCIF. See AR 380-5, AR 25-2, Defense Intelligence Agency Manual (DIAM) 50-3, Director of Central Intelligence Directive (DCID) 6/9. See also Collective Task 34-5-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*; and Individual Task 301-52N-1209, *Manage the Establishment of an Accredited Temporary Sensitive Compartmented Information Facility (TSCIF)*. The operations SGM, working with the J-2 and J-6, ensures that areas of work are established for partner nations with as well as nations without security sharing agreements. The operations SGM sets up SCIFs and uses them as missions dictate but never polarizes partner units or nations. The operations SGM makes every effort to include workspace and integrated systems for joint enablers and unified action partners within classification constraints. As required, the unit performs this step within JT-IX and JT-X.

ESTABLISH ACCEPTANCE OF RISK

4-24. Each section conducts risks assessments to establish prudent risk throughout the operation. The operations SGM works with the sections on maintaining, reviewing, and mitigating the risks that are identified. If the section identifies risks, and resources prevent full mitigation, then the staff briefs the commander or designated decision maker according to the terms of reference. Examples of this:

- The joint headquarters commander orders a full review of the CP protection measures relating to cyber-attacks. The commander does not accept any risks to the CP and instructs the J-6 and protection cells to report back in 12 hours on all risks identified and the actions taken to mitigate those risks.
- The joint headquarters commander is briefed on a slight chemical threat to the CP. However, the weather in the JOA is over 100 degrees with 80% humidity and the air conditioning within the CP is experiencing difficulties keeping up with the demand. There have already been six heat casualties in the CP. The commander decides to assume risks and keeps the CP at mission-oriented protective posture (MOPP) level 0 (MOPP gear within reach) until the air conditioning is fixed or the threat is neutralized.

JT-IX: CONDUCT JOINT HEADQUARTERS FORMING EVENT

4-25. The forming event is conducted in accordance with the establishing authority's and the commander's intent. It is expected that this event be conducted in a real or simulated operational environment in which the unit's mission is to operate in or allocate against a given contingency. The unit conducts the exercise using 24-hour operations for than two days. The event is based on collective tasks found within the unit's combatant command's (CCMD's) assigned mission-essential task list (METL) or on higher headquarters' top-driven mission requirements. The intent is that this exercise match as closely as possible the training circumstances and requirements found within JT-X, combatant command joint exercise.

CONDUCT COMMAND POST DAILY OPERATIONS

4-26. JT-IX formalizes conducting daily operations within the joint headquarters. This includes the battle rhythm and the support to personnel, systems, and equipment. The operations SGM ensures that each best supports the commander and the mission. The operations SGM works throughout the table to relook the existing CP architecture and refine ways to make that architecture more efficient and better able to support the commander. Upon the completion of this table, the operations SGM verifies that the CP daily operations are prepared for JT-X.

CONDUCT CONTINUITY OF OPERATIONS FOR A JOINT TASK FORCE

4-27. The staff and CP conduct actions required to continue and sustain operations after a disruption that affects command and control or mission command. See Collective Task 71-JNT-6650, *Conduct Continuity of Operations for Joint Task Force*. As part of this step, the J-6 ensures that there is a robust redundant communication plan, a designated succession of command, and designated alternate CPs for each key command and staff function. The operations SGM leads the CP through at least one battle drill to evaluate the training efficiency of conducting continuity of operations for the joint headquarters.

JT-X: CONDUCT COMBATANT COMMAND JOINT EXERCISE

4-28. This is the culmination exercise of the joint headquarters. The exercise typically occurs at a location specified by the tasking authority. For example, the USPACOM commander tasks I Corps to use Talisman Saber in Australia as their JT-X exercise. The CP, led by the operations SGM, performs daily operations required by the commander and the mission. The unit may receive an external evaluation (EXEVAL) for mission-essential task (MET) proficiency and reporting if the assigned METL aligns with the unit Department of the Army standardized METL while evaluators are present. This exercise is driven by the evaluating commander and mission requirements.

CONDUCT COMMAND POST DAILY OPERATIONS

4-29. JT-X evaluates the CP conducting daily operations within the joint headquarters. This includes the battle rhythm and the support to personnel, systems, and equipment. The operations SGM ensures that each section best supports the commander and the mission. Upon the completion of this table, the joint headquarters commander (or designated representative) validates that the CP daily operations align with unit SOPs, the higher commander's intent, the commander's intent, and the mission.

CONDUCT CONTINUITY OF OPERATIONS FOR A JOINT TASK FORCE

4-30. The staff and CP conduct actions required to continue and sustain operations after a disruption that affects command and control as well as mission command. See Collective Task 71-JNT-6650, *Conduct Continuity of Operations for Joint Task Force*. As part of this step, the J-6 ensures that there is a robust redundant communications plan, a designated succession of command, and designated alternate CPs for each key command and staff function. The operations SGM leads the CP through at least one battle drill to evaluate the training efficiency of conducting continuity of operations for the JTF.

4-31. Upon completion of chapter 4, the operations SGM and commander will utilized TC 6-6 Checklist JT-3 (*Joint Command Post Checklist*) in appendix A to verify completion.

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Chapter 5

The Mission Command Information Systems Digital Crew

This chapter describes training tables for the mission command information systems (MCIS) digital crew and their responsibilities for transitioning and integrating to a joint headquarters. It first discusses considerations the digital crew uses to organize for joint operations. Next the chapter discusses joint table (JT)-VII: set the conditions for transitioning to a joint headquarters. The chapter then covers the tasks involved with JT-VIII: lead transitioning to a (combined) joint task force headquarters. The chapter progresses to detail the tasks in JT-IX: conduct joint headquarters forming event. The chapter concludes with a discussion of JT-X: conduct combatant command joint exercise.

RESPONSIBILITIES

5-1. The digital crew facilitates the display of information to the commander in the command post (CP). The digital crew members are system integration experts who can input, share, display, and change information to enable the exercise of mission command and conduct of the operations process by the commander and staff. The mission command digital master gunner (MCDMG) is a subject matter expert who can operate, maintain, integrate, and train MCIS digital crews to generate a common operational picture (COP) for the commander and staff. When transitioning to a joint headquarters, the responsibilities of digital crews and the MCDMG remain mostly the same. However, the means and systems that they may use may change.

5-2. This chapter is designed for commanders, deputy commanding generals, chiefs of staff, battle majors, the knowledge management (KM) team, and others who may directly control the training of the joint headquarters and incorporation with operators of the MCIS. Operators and DMGs should not use this publication for internal certification but should use the forthcoming TC 6-0.1. Units using a commercial off-the-shelf system—such as Agile Client, AIDE, and the like—for joint information integration maintain integrity of their digital crews due to their certification process. Units may use TC 6-0.1 when using commercial off-the-shelf systems, but the value will be reduced. The MCDMG and other KM team members are subject matter experts who can assist the commander and staff through this decision-making process to enable transition.

5-3. The commander and staff refer to this chapter to transition their digital crews and systems into the joint headquarters and staff functions. These tables are designed to ensure digital crews are certified in ability to transition to joint headquarters. The tables should be executed sequentially. Failure on one table does not impact subordinate tables; failure simply highlight skills that require retraining as the commander and staff prepare to assume joint headquarters responsibilities. The MCDMG works with the commander and staff to lead the digital crews through the tables and retraining plan to certify digital crew member's ability to conduct cross functional integrated staff operations.

5-4. The MCDMG supervises the execution of these tables. Upon completion of tables and crew certification, the MCDMG coordinates with commander, staff, and digital crews to codify lessons learned and tactics, techniques, and procedures (TTP) in the unit's digital standard operating procedures (SOPs). See table 5-1 on page 5-2 for details on the MCIS training tables.

Table 5-1. Mission command training tables for digital crews to transition to a joint headquarters

JT-VII	*JT-VIII*
Set the conditions for transitioning to a joint HQ	**Digitally support the transition to a joint HQ**
• Conduct transition and implementation planning • Establish relationships with joint enablers • Establish information requirements • Establish joint C2 architecture • Establish additional training criteria	• Receive and integrate liaison and partner systems • Display and share relevant information • Exercise battle rhythm • Establish mission partner communications network
Venue: Commander Directed–Green *Facility: As determined by the commander*	*Venue: Joint HQ Forming Event I–Purple* *Facility: As determined by the commander*
JT-IX	***JT-X***
Conduct joint HQ forming event	**Conduct combatant command joint exercise**
• Conduct joint planning process support • Interoperate with enablers and partners • Establish the operational picture • Display the operational picture	• Conduct joint planning process support • Interoperate with enablers and partners • Establish the operational picture • Display the operational picture
Venue: Joint HQ Forming Event II–Purple *Facility: Training area*	*Venue: IAW establishing authority guidance* *Facility: Training area*
C2 command and control HQ headquarters IAW in accordance with	JT joint table JTF joint task force

JT-VII: SET THE CONDITIONS FOR TRANSITIONING TO A JOINT HEADQUARTERS

5-5. JT-VII is conducted under the authority of the commander and the guidance of the MCDMG. This table is conducted while functioning as an Army headquarters prior to transition. The digital crews work within the constraints of the systems available. JT-VII is the framework that gives digital crews the training necessary to set conditions for transition to a joint headquarters.

CONDUCT TRANSITION AND IMPLEMENTATION PLANNING

5-6. Digital crews assist the staff in establishing the transition and implementation plan for the commander. The assistance is tailored to those digital systems to be used in the joint headquarters, including those directorates, augmenters, and individuals yet to be assigned and systems directed by higher headquarters. This planning is led by the MCDMG, knowledge managers, and the G-6 or signal DMG if present; digital crews provide assistance as needed. As part of the planning, digital crews ensure enablers and partners are contacted and necessary support for system or network operations is coordinated. Once information is received, the MCDMG works with the G-6 or signal DMG and operations SGM to analyze network, space, and Army Battle Command System (known as ABCS) architecture requirements. The MCDMG needs to develop TTP that account for MCIS incompatibility as a joint headquarters. These TTP may include a swivel chair technique of finding data found in one system and manually inputting it into another. This accounting for system shortfalls needs to account for gaps identified across an environment shared by unified action partners. Other options to mitigate identified capability gaps include request of external a digital liaison detachment (known as DLD) support and employment of liaison officers equipped with MCIS equipment to provide a digital COP that enables shared understanding at echelon with unified action partners to achieve unity of effort.

ESTABLISH RELATIONSHIPS WITH JOINT ENABLERS

5-7. Upon assignment of transitioning to a joint headquarters, the KM team, assisted by digital crews, immediately reaches out to incoming units or personnel who will digitally integrate into the joint headquarters. Communications include discussion on geographic focus, mission support requirements, timetables, and other data needed to enable the commander's visualization and staff operations process. Every effort is made early in the process to conduct meetings or events with new team members in person. If using commercial off-the-shelf systems, this coordination gate includes establishing relationships and timetables with commercial off-the-shelf system trainers.

ESTABLISH INFORMATION REQUIREMENTS

5-8. The digital crew, led by the MCDMG and KM team, supports the staff throughout the conduct of the steps in JT-VII to capture and display information requirements to be nominated as critical to support the COP. Once the commander approves the prospective decision-making tools such as a decision support matrix and commander's critical information requirements (CCIRs), the digital crews ensure they are displayed in accordance with digital SOP to support commander's intent and other identified requirements to include joint operating environment.

ESTABLISH THE JOINT TASK FORCE COMMAND AND CONTROL ARCHITECTURE

5-9. Early collaborative planning with unified action partners is essential to successful operations. It is vital that leaders across the organization integrate and leverage the unique skill sets and capabilities presented by unified action partners in the alliance or coalition. The digital crews, led by the MCDMG assist the unit's ability to maintain a joint C5 mindset of command, control, cooperation, collaboration, and coordination (see USPACOM transition guide). This joint C5 mindset includes analog and digital components in a near peer environment with asymmetric threats present. By establishing this cross-functional and cross-domain integrated architecture early in the transition process, the joint headquarters is positioned to integrate unified action partners into the organization and is better positioned to seize and exploit the initiative. The digital crews assist the staff and operations SGM in the conduct of Collective Task 71-JNT-5107, *Establish the Joint Task Force Command and Control Architecture*.

ESTABLISH ADDITIONAL TRAINING CRITERIA

5-10. Many within the command have positions that require additional training to prepare for execution of their mission in a joint environment such as training on Global Command and Control System-Joint (GCCS-J). The MCDMG works with the commander, chief of staff, and operations officer or designated representative to ensure that every opportunity is identified and maximized, allowing digital crews to receive additional training during Table JT-VII.

JT-VIII: DIGITALLY SUPPORT THE TRANSITION TO A JOINT HEADQUARTERS

5-11. As the command transitions to a joint headquarters, the digital crew ensures all systems and operational pictures are integrated into organic systems and the COP to include updates to battle rhythms and staff process. At this stage the digital crews of all supporting units, enablers, and partners are fully integrated into the staff with necessary supporting resources and personnel are on site, trained, and integrated. As digital crews do not operate independently, but as part of the staff, they need to be aware of how they integrate into the larger organization for common understanding. This table is tied to the first joint headquarters forming event; it begins with the event planning and ends at the conclusion of the actual event.

RECEIVE AND INTEGRATE LIAISON AND PARTNER SYSTEMS

5-12. The unit begins receiving additional personnel from various backgrounds and with various skill sets. Every effort should be made by the digital crew, MCDMG, KM team, and J-6 to ensure system and network integrations are seamless. This table's event sees the integration of systems in practice. MCDMGs, digital

crews, the KM team, and the J-6 ensure that all requirements are met for supported and supporting personnel and their respective organizations to mitigate identified gaps and shortfalls.

DISPLAY AND SHARE RELEVANT INFORMATION

5-13. With the organization of the joint staff and the inclusion of unified action partners, the digital crew—led by the MCDMG and KM team—displays and shares relevant information based on security and mission requirements. It is understood that this may include swivel chair inputs to transition data among systems. See Collective Task 71-JNT-5317, *Share Relevant Information for a Joint Task Force Headquarters*.

EXERCISE BATTLE RHYTHM

5-14. The MCDMG and KM team develop a clear battle rhythm that provides the opportunity for synergy and shared understanding as well as supports the battle rhythm of the entire staff. The digital crews remain locked as much as operationally possible throughout the exercise. However, the MCDMG and KM team adjust JT-VIII and JT-IX for the digital crew's battle rhythm in preparation for JT-X.

ESTABLISH MISSION PARTNER COMMUNICATIONS NETWORKS

5-15. In JT-VIII, staffs establish mission partner communications networks. Planning and collaboration is enhanced when all mission partners exchange critical information in a mutually understood language in accordance with mission-specific classification and releasability levels throughout an operation. When the United States leads multinational operations, the Department of Defense establishes a communication network built on a federation of networks contributed by the combatant command (CCMD) or joint headquarters and willing mission partners. The J-6, under direction from the commander, oversees this network establishment. The digital crews ensure the joint headquarters information systems nest with and can communicate across approved networks. The J-6 uses Collective Task 71-JNT-5114, *Establish Mission Partner Communication Networks for a Joint Task Force*.

JT-IX: CONDUCT JOINT HEADQUARTERS FORMING EVENT

5-16. JT-IX is tied to an event. Commanders use JT-IX in conjunction with the rehearsal for the final JT-X culminating training event. This table aligns all MCIS and digital crews with the staff and the complete operations process. As with the above tables, the measurement of success for Table JT-IX is weighed against the digital crews and their successful use and integration of the MCIS.

CONDUCT JOINT PLANNING PROCESS SUPPORT

5-17. As part of conducting the planning process, the digital crew supports the staff conducting the joint planning process (JPP). At this stage, planning focuses on the transition to the joint headquarters and the given scenario. The digital crew assists the command in the completion of Collective Task 71-JNT-5101, *Conduct Operational Design*, and Collective Task 71-JNT-5102, *Conduct the Joint Planning Process*.

INTEROPERATE WITH ENABLERS AND PARTNERS

5-18. At this point in the transition, most, if not all, information systems are located on site and linked to the network. There should be plans or alternative work solutions established for those enablers or partners lacking the ability to link to the network. These plans or work arounds are exercised and vetted during this rehearsal. The digital crew, MCDMG, KM team, and J-6 evaluate interoperability with enablers and partners throughout the event and conduct retraining and develop other methods to achieve the operational picture, as needed, for the commander.

ESTABLISH THE OPERATIONAL PICTURE

5-19. The digital crews establish the COP at the beginning of the exercise and maintain the COP as the mission and situation dictate. The digital crew, led by the MCDMG and KM team, uses running estimates and other resources to keep the COP current and within the commander's intent. The digital crew ensures

that all enablers and partners outside the network are tracked and integrated within the operational picture in accordance with the commander's intent, unit SOP, and other joint publications.

DISPLAY THE OPERATIONAL PICTURE

5-20. Once the operational picture is established, the DMG and KM team ensure that the common operational picture is displayed according the commander's intent and unit SOPs.

JT-X: CONDUCT COMBATANT COMMAND JOINT EXERCISE

5-21. JT-X is conducted in concert with the command's culminating training event. The culminating training event is based on a unit assigned MET or other collective task based on the unit's capabilities and assigned mission. The digital crew, as one of the four foundational components of the mission command warfighting function, plays an integral part in the operations process for that event.

CONDUCT JOINT PLANNING PROCESS SUPPORT

5-22. As part of conducting the planning process, the digital crew will support the staff conducting the JPP. At this stage, planning focuses on the given scenario. The digital crew assists the command in the completion of Collective Task 71-JNT-5101, *Conduct Operational Design*, and Collective Task 71-JNT-5102, *Conduct the Joint Planning Process*.

INTEROPERATE WITH ENABLERS AND PARTNERS

5-23. At this point in the transition, all information systems are located on site and linked to the network. There should be plans and work arounds established for those enablers or partners lacking the ability to link to the network. The digital crew works with enablers and partners to troubleshoot any interoperability issues.

ESTABLISH THE OPERATIONAL PICTURE

5-24. The digital crew establishes the COP at the beginning of the exercise and maintains the COP as the mission and situation dictate. The digital crew, led by the DMG and KM team, uses running estimates and other resources to keep the COP current and within the commander's intent. The digital crew ensures that all enablers and partners outside the network are tracked and integrated within the operational picture in accordance with the commander's intent and unit SOPs.

DISPLAY THE OPERATIONAL PICTURE

5-25. Once the operational picture is established, the DMG and KM team ensure that the operational picture is displayed according the commander's intent and unit SOPs.

5-26. The outcome of JT-VII through JT-X is that the digital crew and staff work as a cohesive unit. Each crew, staff section, or cell understands and operates within its designed capabilities and the mission. All joint enablers and partners are fully integrated into the operational picture. The digital crew and MCIS perform the operations process seamlessly. Training shortfalls were identified by JT-IX and corrected before JT-X. Completing JT-X indicates the command is prepared to conduct METs at or above the T- level and is prepared at an advanced level to conduct joint unified land operations. The measurement of success for the training tables should not be tied to the organization's larger requirement to accomplish their mission nor should determination of success for training tables be influenced by the larger staff process unless this shortfall was the result of an inability to execute the training table tasks.

5-27. Upon completion of chapter 5, the MCDMG and commander will utilize TC 6-6 Checklist JT-4 (*Joint Digital Crew Checklist*) found in appendix A.

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Appendix A

Sample Checklists

A-1. This appendix contains all the checklists for the four listed training audiences for this publication: the commander, the staff, the command post, and the mission command information systems or digital crew. Which can be accessed by searching for the appropriate checklist in table A-1 checklist column in Central Army Registry at https://rdl.train.army.mil. See table A-1 for the authorities for the training tables.

Table A-1. Training authorities

Audience	***Checklist***	***Application***	***Signature Authority***
Commander	TC 6-6 Checklist JT-1 (*Joint Commander Training Tables*).	JT-VII through JT-X	Joint HQ commander
Staff	TC 6-6 Checklist JT-2 (*Joint Staff Training Tables*)	JT-VII through JT-IX	Chief of staff
		JT-X	Joint HQ commander
Command Post	TC 6-6 Checklist JT-3 (*Joint Command Post Training Tables*).	JT-VII through JT-IX	operations SGM
		JT-X	Joint HQ commander
Mission Command Information Systems or Digital Crew	TC 6-6 Checklist JT-4 (*Joint Mission Command Information Systems Training Tables*).	JT-VII through JT-IX	Lead digital master gunner
		JT-X	Joint HQ commander

JT joint table
HQ headquarters
JTF joint task force
SGM sergeant major
TC training circular

Joint Commander Checklist

Commander's Name: **Major General John Smith**

	Set the conditions for transitioning to a joint HQ	Complete
	1. Understood mission and readiness requirements.	GO
	2. Understood the operational environment.	GO
	3. Nominated J-METs or A-METs.	GO
Table JT-VII	4. Published a transition and implementation plan.	GO
	5. Established roles and responsibilities for key billets.	GO
	6. Established relationships with joint enablers.	GO
	7. Established a mission partner integration coordinator.	GO
	8. Established planning guidance.	GO
	9. Established requisite policies and guidelines.	GO
	10. Requested a senior mentor.	
	Lead transitioning to a joint HQ	Incomplete
	1. Led the transition to a joint HQ.	GO
	2. Requested authorities and established terms of reference.	GO
	3. Established directive authority.	GO
	4. Formalized battle rhythm by establishing B2C2WG and OPTs.	NOGO
	5. Created shared understanding.	GO
Table JT-VIII	6. Integrated operational art and design.	GO
	7. Established the joint security element.	GO
	8. Reinforced roles and responsibilities for key billets.	GO
	9. Led the joint planning process.	GO
	10. Provided commander's intent.	GO
	11. Established CCIRs and wake-up criteria.	GO
	12. Identified prudent risk.	GO
	13. Conducted partner team building.	GO
	Conduct joint HQ forming event	Complete
	1. Reviewed and implemented the mission from establishing authority.	GO
	2. Built relationships with required organizations.	GO
Table JT-IX	3. Led the joint planning process.	GO
	4. Conducted commander assessments, guidance, and decision forums.	GO
	5. Informed and influenced relevant audiences.	GO
	6. Conducted battlefield circulation.	GO
	Conduct combatant command joint exercise	Complete
Table JT-X	1. Review and gain approval of the unit's joint-capable HQ readiness program with CCDR.	GO
	2. Lead the joint HQ performing J-METs and A METs.	GO
	3. Received EXEVAL from the CCMD	GO

TC 6-6 Checklist JT-1

SAMPLE

Joint Staff Checklist

Chief of Staff's Name: **Colonel Dave Smith**

	Set conditions for transitioning to a joint HQ	Complete
Table JT-VII	1. Understood the operational environment.	GO
	2. Assessed the current situation.	GO
	3. Conducted transition and implementation planning.	GO
	4. Established relationships with joint enablers.	GO
	5. Established information requirements.	GO
	6. Established battle rhythm events - B2C2WG.	GO
	7. Identified and establish reporting requirements.	GO
	8. Established joint C2 architecture.	GO
	9. Established additional training criteria.	GO
	10. Established joint training plan.	GO
	11. Established joint academics and manning workshops.	GO
	12. Identified sustainment requirements.	GO
	13. Established manning and equipping plans.	GO
	Transition to a JTF HQ	Incomplete
Table JT-VIII	1. Received and integrated joint personnel.	GO
	2. Requested authorities and established terms of reference.	NOGO
	3. Task organized the joint force.	GO
	4. Integrated joint HQ actions.	GO
	5. Conducted the joint planning process.	GO
	6. Displayed and shared relevant information.	GO
	7. Identified prudent risk.	GO
	8. Established ISR process.	GO
	9. Established mission partner fusion center.	GO
	10. Implemented control and coordination measures.	GO
	11. Exercised battle rhythm.	GO
	12. Established mission partner communications network.	GO
	13. Proposed a joint operational area.	GO
	Conduct joint HQ forming event	Complete
Table JT-IX	1. Conducted the joint planning process.	GO
	2. Provided joint task force planning support to CAP.	GO
	3. Established personnel recovery coordination cell.	GO
	4. Sustained a mission partner communications network.	GO
	5. Managed the joint processes.	GO
	6. Coordinated joint logistics.	GO
	7. Exercised JIPTL approval authority.	GO
	8. Employed fires and targeting process.	GO
Table JT-X	**Conduct combatant command joint exercise**	Complete
	1. Received an EXEVAL from the commander.	GO

TC 6-6 Checklist JT-2

SAMPLE

Joint Command Post Checklist

Operations SGM's Name: **Sergeant Major Steve Smith**

	Set the conditions for transitioning to a joint HQ	Go	No-Go
Table JT-VII	1. Conducted CP requirements analysis.	X	
	2. Coordinated liaisons and attachments.		X
	3. Established CP architecture.	X	
	4. Built network support plan.	X	
	5. Built sustainment and manning plan.	X	
	6. Established joint CP SOPs.	X	
	7. Reviewed CP battle drills.	X	
	8. Performed CP administration.	X	
	9. Built the initial load out plan.	X	
	Integrate personnel, systems, and equipment	Go	No-Go
Table JT-VIII	1. Established the CPs.	X	
	2. Conducted CP operations to support tactical operations.	X	
	3. Conducted CP daily operations.	X	
	4. Established safety requirements.	X	
	5. Reviewed infrastructure support to communications.	X	
	7. Established security protocols.	X	
	8. Conducted SCIF operations.	X	
	9. Established acceptance of risk criteria.	X	
	Conduct joint HQ forming event	Go	No-Go
Table JT-IX	1. Conducted CP daily operations.	X	
	2. Conducted continuity of operations for joint HQ.	X	
	Conduct combatant command joint exercise	Go	No-Go
Table JT-X	1. Conducted CP daily operations.	X	
	2. Conducted continuity of operations for joint HQ.	X	

TC 6-6 Checklist JT-3

SAMPLE

Joint Digital Crew Checklist

	Set the conditions for transitioning to a joint HQ	Go	No-Go
Table JT-VII	1. Conducted transition and implementation planning.	X	
	2. Established relationships with joint enablers.	X	
	3. Established information requirements.	X	
	4. Established joint C2 architecture for systems.	X	
	5. Established additional training criteria.	X	
	Digitally support the transition to a joint HQ	Go	No-Go
Table JT-VIII	1. Received and integrated liaison and partner systems.		X
	2. Displayed and shared relevant information.		X
	3. Exercised battle rhythm.	X	
	4. Established mission partner communications network.	X	
	Conduct joint HQ forming event	Go	No-Go
Table JT-IX	1. Conducted joint planning process support.	X	
	2. Interoperated with enablers and partners.	X	
	3. Established the operational picture.	X	
	4. Displayed the operational picture.	X	
	Conduct combatant command joint exercise	Go	No-Go
Table JT-X	1. Conducted joint planning process support.	X	
	2. Interoperated with enablers and partners.	X	
	3. Established the operational picture.	X	
	4. Displayed the operational picture.	X	

TC 6-6 Checklist JT-4

SAMPLE

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Glossary

The glossary identifies acronyms and terms used in this publication.

SECTION I – ACRONYMS AND ABBREVIATIONS

A	assigned
ADP	Army doctrine publication
AR	Army Regulation
B2C2WG	boards, bureaus, centers, cells, and working groups
C2	command and control
CAP	crises action planning
CCDR	combatant commander
CCIR	commander's critical information requirement
CCMD	combatant command
CHOPS	chief of operations
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff memorandum
CJTF	combined joint task force
COA	course of action
COS	chief of staff
CP	command post
DA	Department of the Army
DCG	deputy commanding general
DMG	digital master gunner
DODD	Department of Defense directive
DRRS	Defense Readiness Reporting System
EXEVAL	external evaluation
FDO	flexible deterrent operation
FORMEX	forming exercise
FORSCOM	United States Army Forces Command
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, plans
G-6	assistant chief of staff, signal
GCCS-J	Global Command and Control System-Joint
GRF	global response force
ISR	intelligence, surveillance, and reconnaissance

J	joint
J-1	manpower and personnel directorate of a joint staff
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	communications system directorate of a joint staff
J-7	training directorate of a joint staff
JIPTL	joint integrated prioritized target list
JMD	joint manning document
JMEEL	joint mission-essential equipment list
JOA	joint operations area
JOC	joint operations center
JP	joint publication
JPP	joint planning process
JS	Joint Staff
JT	joint table
JTF	joint task force
JTIMS	Joint Training Information Management System
JTP	joint training plan
JTS	Joint Training System
KM	knowledge management
MCCOE	Mission Command Center of Excellence
MCDMG	mission command digital master gunner
MCIS	mission command information systems
MCTT	mission command training table
MET	mission-essential task
METL	mission-essential task list
MOPP	mission-oriented protective posture
NCOIC	noncommissioned officer in charge
OCA	operational capability assessment
OPT	operational planning team
SCIF	sensitive compartmented information facility
SGM	sergeant major
SOP	standard operating procedure
T&EO	training and evaluation outline
TC	training circular
TO&E	table of organization and equipment
TOR	term of reference
TSCIF	temporary sensitive compartmented information facility
U.S.	United States

USCENTCOM	United States Central Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command

SECTION II – TERMS

mission command

(Army) The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

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Collective Task 71-JNT-3000. *Employ Operational Fires for Joint Task Force*.

Collective Task 71-JNT-3100. *Conduct Joint Force Targeting for Joint Task Force*.

Collective Task 71-JNT-3102. *Exercise Joint Integrated Prioritized Target List Approval Authority*.

Collective Task 71-JNT-3170. *Implement Control and Coordination Measures for Joint Task Force*.

Collective Task 71-JNT-4001. *Coordinate Joint Logistics for Joint Task Force*.

Collective Task 71-JNT-4002. *Identify Sustainment Requirements for the Joint Task Force*.

Collective Task 71-JNT-5101. *Conduct Operational Design for Joint Task Force*.

Collective Task 71-JNT-5102. *Conduct the Joint Planning Process for Joint Task Force*.

Collective Task 71-JNT-5103. *Conduct Commander's Communication Synchronization*.

Collective Task 71-JNT-5106. *Establish Reporting Requirements for the Joint Task Force*.

Collective Task 71-JNT-5107. *Establish the Joint Task Force Command and Control Architecture*.

Collective Task 71-JNT-5114. *Establish Mission Partner Communication Networks for Joint Task Force*.

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15 January 2018

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