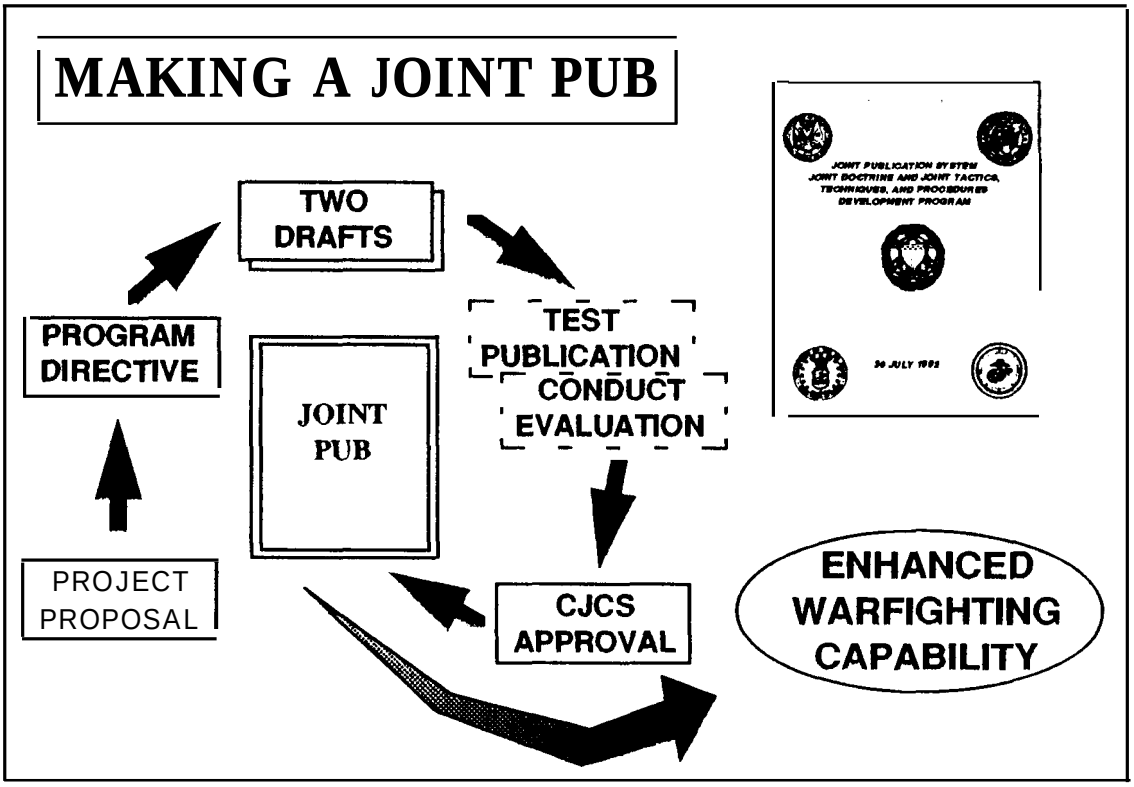
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COMBAT SUPPORT AGENCY ASSESSMENT SYSTEM

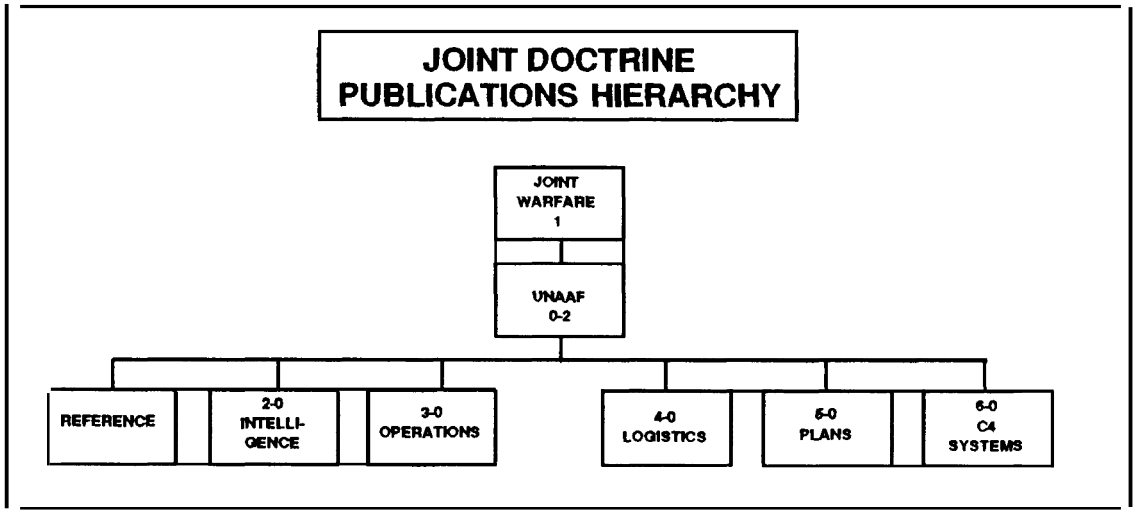


29 JANUARY 1993

A large body of joint doctrine (and its supporting tactics, techniques, and procedures) has been and is being developed by the US Armed Forces through the combined efforts of the Joint Staff, Services, and combatant commands. The following chart displays an overview of the development process for these publications.



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy. Joint Pub 3–04 .1 is located in the operations series of joint publications .



Joint Pub 1–01, "Joint Publication System, " provides a detailed list of all joint publications. Joint pubs are also available on CD–ROM through the Joint Electronic Library (JEL) . For information, contact : Joint Doctrine Division, J-7, 7000 Joint Staff Pentagon Washington, D. C. 20318–7000 .

1. This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth the procedures used to operate and maintain the Combat Support Agency Assessment System (CSAAS).

2. Recommendations for changes to this publication should be submitted to the Director for Operational Plans and Interoperability (J-7), Joint Staff, Washington, D.C. 20318-7000.

3. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal.

4. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

5. Additional copies of this publication can be obtained through Service publication centers.

6. This publication, in conjunction with the policy contained in CJCS MOP 53, supersedes MJCS 0205-89,* 28 August 1989, "Terms of Reference, Report to the Secretary of Defense on the Responsiveness and Readiness of the Combat Support Agencies (U)."

7. Local reproduction is authorized and access is unrestricted.

8. All portions of this document are releasable under the provisions of CJCS MOP 60.

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9. The lead agent and Joint Staff doctrine sponsor for this publication is the Operational Plans and Interoperability Directorate, J-7.

For the Chairman of the Joint Chiefs of Staff:

H. L. SHEFFIELD
Captain, USN
Secretary, Joint Staff

Enclosure

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COMBAT SUPPORT AGENCY ASSESSMENT SYSTEM

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PAGE	CHANGE	PAGE	CHANGE
i thru iv	O	A-1 thru A-8	O
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III-1 thru III-2	O	D-1 thru D-4	O
IV-1 thru IV-4	O	E-1 thru E-10	O
		GL-1 thru GL-2	O

TABLE OF CONTENTS

CHAPTER		PAGE
I	GENERAL	I-1
	Purpose	I-1
	Authority	I-1
	Supersession	I-1
	Applicability	I-1
	Scope	I-1
	Releasability	I-1
II	COMBAT SUPPORT AGENCY DIRECTOR'S REPORT	II-1
	General	II-1
	CSADR Components	II-1
	CSADR Detailed Assessment	II-1
	CSADR Narrative Report	II-2
	CSADR Development Process	II-4
	Identification Phase	II-4
	Validation Phase	II-4
	Summary Phase	II-5
	Prioritization Phase	II-5
	CSADR Submission Procedures	II-5
	CSADR Narrative Report	II-5
	CSADR Detailed Assessment	II-6
	Oversight and Feedback on CSADR Deficiencies	II-6
	Oversight Mechanism	II-6
	Feedback Mechanism	II-6
	Periodic Updates to CSADR Data Base	II-6
III	ON-SITE EVALUATIONS AND CSAR3 DEVELOPMENT	III-1
	General	III-1
	Scope of Evaluation	III-1
	Evaluation Responsibilities	III-1
	CSAR3 Development	III-2
IV	RESPONSIBILITIES	IV-1
	General	IV-1
	Combat Support Agencies	IV-1
	Unified and Specified Commands	IV-1
	Services	IV-1
	Joint Staff	IV-2
	Milestones	IV-2

PAGE

APPENDIX

A ICAD Development Procedures. A-1
B CSR Development Procedures B-1
C Sample CSADR Narrative Report. C-1
D Oversight and Feedback Procedures. D-1
E User's Evaluation Report E-1

Glossary

Acronyms and Abbreviations GL-1

TABLE

II-1 Capability Assignment Matrix II-2
II-2 CSADR Task Categories. II-3
II-3 WWMCCS File Assignment II-6
III-1 On-Site Evaluation Responsibilities. III-1
IV-1 CSADR/CSAR3 Timeline IV-3

FIGURE

I-1 PES and CSAAS Relationship I-2
II-1 ICAD Sources II-4
A-1 Administrative Data Screen A-2
A-2 CSADR Task List Window A-4
A-3 Submitter's Data Screen. A-5
A-4 Submitter's Narrative. A-6
A-5 Validator's Data Screen. A-7
B-1 CSR Administrative Data Screen B-1
B-2 CSR Validator's Data Screen. B-2
B-3 CSR Narrative (Validator's Narrative). B-3
D-1 CADRS System Manager's Data Screen D-2
D-2 Action Agent's Data Screen D-3
D-3 Action Agent's Narrative D-4

CHAPTER I

GENERAL

1. Purpose. This publication sets forth the guidelines and procedures for operating the Combat Support Agency Assessment System (CSAAS), a uniform system for reporting to the Secretary of Defense, the commanders of the unified and specified commands, and the Secretaries of the Military Departments concerning readiness of each combat support agency to perform with respect to a war or threat to national security. The CSAAS provides the framework to allow the Chairman of the Joint Chiefs of Staff, after consultation with the directors of the combat support agencies and in coordination with the CINCs and Chiefs of the Services, to evaluate the responsiveness and readiness of the combat support agencies to support operating forces.

2. Authority. Title 10, United States Code, section 193, and CJCS MOP 53, 28 March 1991, "Military Capability Reporting."

3. Supersession. This publication supersedes MJCS 0205-89, 28 August 1989, "Terms of Reference, Report to the Secretary of Defense on the Responsiveness and Readiness of the Combat Support Agencies."

4. Applicability. The procedures in this publication apply to the combat support agencies; combatant commands; Commander, US Element NORAD; Services; and Joint Staff.

5. Scope. The CSAAS is harmonized with the JSPS and the PPBS to provide timely visibility for deficiencies identified during the contingency planning and review process that may generate a new operational requirement or necessitate programmatic action. The CSAAS is analogous to the Preparedness Evaluation System (PES), which assesses the preparedness of the combatant commands to accomplish assigned missions. Like the PES, the taskings found in the JSCP provide the foundation for this assessment. The major input to the CSAAS are the Combat Support Agency Director’s Reports (CSADRs), the CINC’s Preparedness Assessment Reports (CSPARs), and the results of on-site evaluations. Other input may include JAARS reports on operations and exercises. The CJCS Combat Support Agency Responsiveness and Readiness Report (CSAR3) is the primary output. Figure I-1 provides a notional view of the relationship between the PES and the CSAAS.

6. Releasability. Actual CSAAS data are defined as military capability information and governed by CJCS MOP 60. An individual CSADR is considered joint military capability information and must be referred to the originator for release determination. The CSAR3 and the CADRS data base are considered Joint Staff military capability information and will be referred to the Operational Plans and Interoperability

Directorate, Joint Staff, for a release determination. Exception: An individual combat support agency may release a CSADR Submitter's Report on Individual Concerns and Deficiencies (ICADs) originated within its agency.

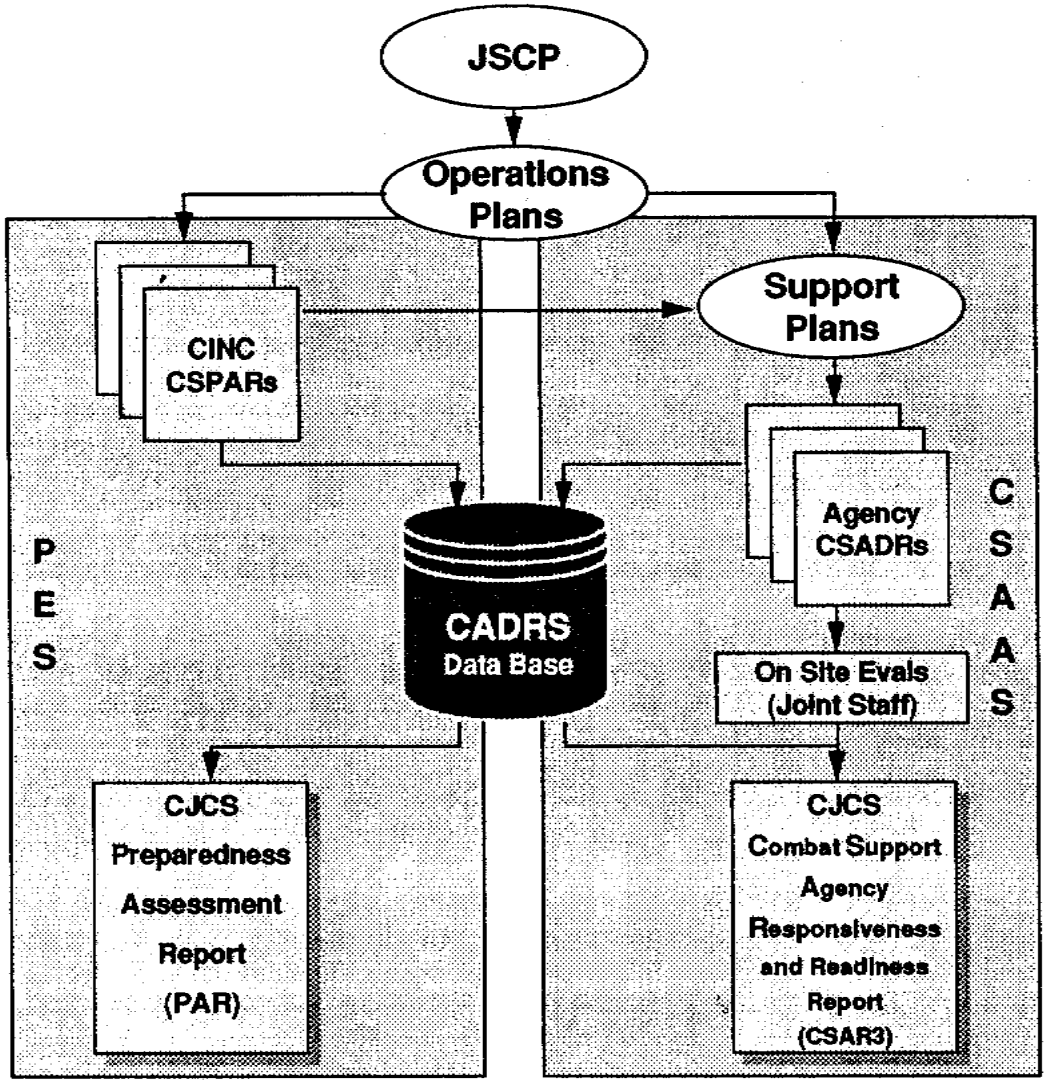


Figure I-1. PES and CSAAS Relationship

Figure I-1. PES and CSAAS Relationship

CHAPTER II

COMBAT SUPPORT AGENCY DIRECTOR'S REPORT

1. General. The CSADRs provide a biennial appraisal of the responsiveness and readiness of the combat support agencies to support accomplishment of JSCP tasks* by the combatant commands. In the CSADR, each combat support agency director identifies overall strengths and significant deficiencies affecting the agency's ability to support the combatant commands' execution of assigned missions. In submitting the CSADR, agency directors are reporting on their ability to support specific tasks using available capabilities.

2. CSADR Components. The CSADR has two parts: the CSADR Detailed Assessment, which consists of data base records to document individual concerns or deficiencies, and the CSADR Narrative Report, which serves as an executive summary of overall preparedness and documents the agency director's top 20 responsiveness or readiness shortfalls.

a. CSADR Detailed Assessment. The CSADR Detailed Assessment provides visibility over a wide range of major and minor deficiencies that actually exist in the warfighting environment. The CSADR Detailed Assessment is submitted in automated format using the CADRS data base software. The CADRS software enables users to generate two types of records--ICAD and CINC Summary Report (CSR). ICADs are generated to document specific capability shortfalls in any of the capabilities listed in Table II-1 and enable subsequent management tracking. Procedures for completing an ICAD are outlined in Appendix A. CSRs are completed for each CINC. Although ICADs focus on shortfalls, CSRs summarize overall capability to support a particular warfare combatant command and provide an opportunity for the agency director to highlight current strengths and recent improvements. CSR procedures are outlined in Appendix B.

---

* An appraisal of ability to support tasks outlined in the Global War Family of OPLANs is not required until such time as an update to these plans is directed by the Joint Staff.

Table II-1. Capability Assignment Matrix

CAPABILITY	CIO	DISA	DIA	DLA	DMA	NSA
Bases and Facilities	X	X	X	X	X	X
C4 - Connectivity	X	X	X			X
C4 - Interoperability	X	X	X			X
Communications Security (COMSEC)		X				X
Counterintelligence			X			X
Counterterrorism			X		X	X
CW & NBC Defense			X	X		X
Enemy Prisoner of War			X	X		
Host Nation Support		X	X	X	X	X
Intelligence - National	X		X			X
Intelligence - Theater	X		X			X
Manpower	X	X	X	X	X	X
MC&G	X		X		X	
Medical Supplies (Class VIIIA)				X		
Oceanographic					X	
Operations Security (OPSEC)	X	X	X	X	X	X
Physical Security						X
Pre-positioning				X	X	
Reconnaissance - Special	X		X			X
Reconnaissance - Strategic	X		X			X
Reconnaissance - Tactical	X		X			X
Security Assistance		X	X	X	X	X
Signals Intelligence (SIGINT)						X
Supply				X		
Surveillance	X		X			
Other	X	X	X	X	X	X

b. CSADR Narrative Report. The CSADR Narrative Report summarizes overall preparedness in terms of JSCP taskings. For CSADR purposes, JSCP-related taskings are divided into 3 categories that include 14 tasks (Table II-2). Arrayed against this list of CINC tasks are 26 functional capabilities (Table II-1) that characterize support provided by one or more of the combat support agencies. The CSADR Narrative Report contains four sections. (See Appendix C for an example.)

(1) OPLANs/CONPLANs. Include a list of OPLANs and CONPLANs used as a baseline for assessment. It is not necessary to include every OPLAN or CONPLAN. OPLANs and CONPLANs should be chosen so that they give a representative sample of strengths and deficiencies across all JSCP taskings. The CSADR Detailed Assessment can still contain ICADs for other plans.

Table II-2. CSADR Task Categories

FORWARD PRESENCE OPERATIONS		REGIONAL	GLOBAL
Operational Training and Deployments	Security Assistance	Deterrent Options	Global War Family*
Noncombatant Evacuation Ops	Peacekeeping Operations	Lesser Regional Contingency	Strategic Nuclear Operations
Combatting Terrorism	Humanitarian Assistance	Major Regional Contingency	Continuity of Operations
Combatting Drugs	Air Sovereignty		

(2) Overall Preparedness Summary. This section contains a narrative statement of overall preparedness to support the combatant commands in the general task areas of forward presence operations and regional conflict. This section should be limited to approximately 1,000 words and succinctly outline both the strengths and weaknesses in forward presence operations and regional conflict, as well as a risk assessment (low, medium, high) regarding the impact of any shortfalls on accomplishing national security objectives. Narrative discussion of global conflict will be limited to SIOP support until update of the Global War Family of OPLANs is directed by the Joint Staff.

(3) Shortfall Prioritization. Provide a prioritized list (not more than 20 items) that outlines the major capability shortfalls impacting the agency’s ability to provide required support. The list must be based on capability deficiencies rather than on programmatic solutions (e.g., need for secure, antijam communications rather than Milstar). The use of multiple ICADs is discouraged because it dilutes the prioritization effort. Furthermore, the list should emphasize those items given a "critical" precedence. Because the CSADR is an assessment of current warfighting support, this prioritization scheme must address only those capabilities for which shortfalls currently exist.

(4) Other Comments. This is an optional section that affords the agency director an opportunity to provide any additional information not covered in the previous sections. It should be used to highlight projected changes in the international security environment that could affect an agency’s responsiveness or readiness.

* Assessment of capabilities to support the Global War Family of OPLANs is required until update of those OPLANs is directed by the Joint Staff.

3. CSADR Development Process. There are essentially four phases in the CSADR development process Identification, Validation, Summary, and Prioritization. Although each agency director is free to choose the exact structure, the following provides a notional approach toward developing a CSADR.

a. Identification Phase. The purpose of this phase is to document individual capability deficiencies in agency support that affect a CINC's ability to accomplish JSCP-related taskings. This is done primarily by functional elements of the agency staff and liaison officers assigned to the combatant commands. Figure II-1 depicts the many sources of information available to conduct this phase. The primary sources of deficiencies should be analyses conducted in conjunction with the most recent OPLAN development and review process and CSPAR submissions by the individual combatant commands. CSPAR submissions are available through the CADRS data base, which contains CINC input and previously identified deficiencies of the agency directors. Updating the CADRS data base should ease significantly an agency director's reporting burden. Other valuable sources for ICADs are after-action reports on past exercises and operations contained in the Joint Universal Lessons Learned System (JULLS) data base, exercise assessments of Joint Mission Essential Tasks (JMETs), and recent IG inspection reports.

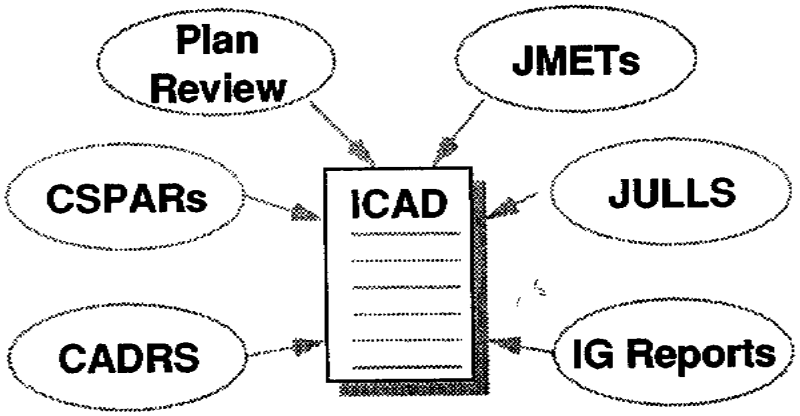


Figure II-1. ICAD Sources

Figure II-1. ICAD Sources

b. Validation Phase

(1) This phase begins after all proposed ICADs have been consolidated at the agency headquarters. ICADs are grouped according to functional area and reviewed by the functional staff for accuracy, consistency, and completeness. Particular attention is paid to validating the deficiency against assigned tasks and ensuring that the affected OPLANs and CONPLANs are

identified. This is perhaps the most important phase because it provides consistency between input from various submitters.

(2) It is likely that several ICADs dealing with a similar problem could be submitted. Validating officials should attempt to consolidate these ICADs. Likewise, minor deficiencies that are within the purview of local officials should be separated from those that require significant corrective action or outside assistance. Although it is worthwhile to collect ICADs that concern problems at the local level, in general, these ICADs should not be included as part of the CSADR Detailed Assessment.

c. Summary Phase. CSRs are used to document an agency's support to specific combatant commands. Although many strengths and weakness may apply across the full spectrum of commands, each CINC has unique taskings that must be factored into the support equation. Agency liaison officers are often in the best position to summarize both the strengths and weakness as they relate to a specific CINC and should have a significant impact on the CSR development process.

d. Prioritization Phase. CSR development is the beginning of the prioritization effort because each CSR includes the most significant deficiencies affecting the CINCs. After the CSRs have been generated, representatives from across the functional staff meet to identify a recommended list of top 20 priorities that will become part of the CSADR Narrative Report. In conducting this prioritization effort, planners must ensure active involvement from agency programming elements to ensure a recognizable linkage between current deficiencies highlighted in the CSADR and programmatic solutions recommended in the agency's POM, recognizing that the POM must account for anticipated changes in the strategic environment.

4. CSADR Submission Procedures

a. CSADR Narrative Report. The CSADR Narrative Report is submitted via message to AIG 951 and concurrently in an IBM-compatible word processing format to the Director for Operational Plans and Interoperability (J-7). The message is used to ensure rapid dissemination of the narrative portion to key members of the planning and programming community. The word processing format will be used to compile all input from the agencies into an easily readable reference book for future publication. The word processing format may be transmitted to the Joint Staff via floppy disk or by using the Worldwide Military Command and Control System (WWMCCS) Intercomputer Network.

b. CSADR Detailed Assessment. The CSADR data base may be transmitted to the Joint Staff using the WWMCCS File Transfer Service or via floppy disk. In either case, submitters will use the import/export function of the CADRS software to create an export file. Space has been set aside on the NMCC host for CSADR transfer purposes. Table II-3 outlines specific files for each agency.

Table II-3. WWMCCS File Assignment

AGENCY	CATALOG FILESTRING
CIO	DJ8EJEAD00/CSADR/CIO
DISA	DJ8EJEAD00/CSADR/DISA
DIA	DJ8EJEAD00/CSADR/DIA
DLA	DJ8EJEAD00/CSADR/DLA
DMA	DJ8EJEAD00/CSADR/DMA
NSA	DJ8EJEAD00/CSADR/NSA

5. Oversight and Feedback on CSADR Deficiencies. A mechanism was developed as part of the CADRS software to provide oversight and feedback on actions taken to minimize or eliminate shortfalls identified in the CSADR process.

a. Oversight Mechanism. After receiving the CSADR Detailed Assessment, the CADRS System Manager will meet with the single POCs in each of the Joint Staff directorates to assign a Joint Staff oversight activity and recommend an action agent. This information will be entered into CADRS in accordance with the procedures in Appendix D.

b. Feedback Mechanism. The CADRS feedback mechanism provides a means for a formal response to CSADR input by the cognizant CINC, Service, combat support agency, or staff function following the POM process. Action agents provide the CADRS System Manager with updates not later than 1 October of even-numbered years for inclusion in the master CADRS data base and distribution to the CINCs, Services, and combat support agencies. Specific procedures are outlined in Appendix D.

6. Periodic Updates to the CSADR Data Base. When updates are made to the master CSADR data base, the CADRS System Manager will make an export file available on the NMCC WWMCCS host for downloading by the CINCs and combat support agencies. Updates will normally be provided to the Services via floppy disk.

CHAPTER III

ON-SITE EVALUATIONS AND CSAR3 DEVELOPMENT

1. General. CJCS-sponsored exercises provide the principal means of on-site evaluation of agency responsiveness in reacting to NCA decisions and CINC warfighting requirements. In the event no such exercises are scheduled during the first two quarters of even-numbered fiscal years, Joint Staff observers will conduct independent site visits to each of the combat support agencies. Although the CSPAR is the principal means for the combatant commands to assess agency support, Joint Staff observers may also visit combatant command headquarters to discuss overall support, agency supporting plans, and ongoing efforts to improve shortfalls.

2. Scope of Evaluation. Joint Staff observers will assess agency preparation and capabilities in the following areas:

a. MOUs, supporting plans, and internal written procedures for OPLAN execution.

b. Crisis action team operations.

c. Lessons-learned program, to include corrective action taken on Remedial Action Projects and follow-up actions on recommendations from previous CSAR3 reports.

3. Evaluation Responsibilities. The Operational Plans and Interoperability Directorate (J-7), Joint Staff, will manage the overall on-site evaluation program. Joint Staff directorates that are the principal users and/or monitors of agency support, or have functional responsibility in agency mission areas, will collaborate in on-site evaluations and preparation of the CSAR3 in accordance with Table III-1.

Table III-1. On-Site Evaluation Responsibilities

Agency	Load Evaluator	Collaboration
Central Imagery Office (CIO)	J-3	J-2, J-7
Defense Information Systems Agency (DISA)	J-6	J-3, J-7
Defense Intelligence Agency (DIA)	J-3	J-2, J-7
Defense Logistics Agency (DLA)	J-4	J-7
Defense Mapping Agency (DMA)	J-3	J-7
National Security Agency (NSA)	J-3	J-2, J-6, J-7

4. CSAR3 Development.

a. The CSAR3 will be developed as a single volume with six parts corresponding to the six combat support agencies. Within each part, the CSAR3 will be structured as follows:

Section A--CSADR Narrative Report

Section B--CINCS' Assessment

Section C--Exercises and On-Site Evaluations

Section D--CJCs Agency Assessment

b. The J-7, Joint Staff, will have overall responsibility for CSAR3 development. Joint Staff directorates assigned lead evaluator responsibility in Table III-1 are responsible for drafting Sections C and D of the CSAR3 as delineated above.

c. The initial draft of the CSAR3 will be published not later than 15 April of even-numbered years with final publication not later than 30 June of even-numbered years to enable its use during the program review process.

CHAPTER IV

RESPONSIBILITIES

1. General. The Director, J-7, Joint Staff, is responsible for maintaining the CSAAS and producing the CSAR3. Other Joint Staff directorates will provide functional expertise to assist in evaluation of the combat support agencies and CSAR3 development.

2. Combat Support Agencies

a. The directors of the combat support agencies will forward CSADR Narrative Reports and CSADR Detailed Assessments to the J-7, Joint Staff, not later than 31 December of odd-numbered years.

b. Each combat support agency will identify a single POC for CSAAS matters. This single POC will coordinate on-site evaluations and management of the CADRS data base. If an agency is assigned action agent responsibilities for an ICAD, the POC will provide an action agent update to the CADRS System Manager for that ICAD. Each combat support agency director will review actual or proposed corrective action taken on ICADs submitted by their agency to determine if the action taken or proposed is sufficient to correct the individual concern or deficiency. If the action taken is deemed sufficient to have corrected the deficiency, the agency director will close out the ICAD and inform the CADRS System Manager to place the item in the historical data base. Agency directors will also monitor those ICADs that may be corrected by changing world conditions. If an ICAD is not closed, the agency director will update the ICAD in the next CSADR submission.

3. Unified and Specified Commands

a. Each CINC will identify a single POC for CADRS matters.

b. All CINCs will forward their CSPAR to the J-7, Joint Staff, not later than 15 August of odd-numbered years. The CSPAR Detailed Assessment will include a CSR on the responsiveness and readiness of each of the combat support agencies in accordance with the procedures outlined in Joint Pub 1-03.31, "Preparedness Evaluation System."

4. Services. Each Service will identify a single POC for CADRS matters. These POCs will distribute CADRS software to the Service headquarters and assist the CADRS System Manager in determining an appropriate action agent for ICAD submissions. In addition, the POC will provide updates to the CADRS System Manager on all ICADs for which the Service has action agent responsibilities. These updates will be accomplished not later than 1 October of even-numbered years.

5. Joint Staff

a. The J-7, Joint Staff, will appoint a CADRS System Manager from the Evaluation and Analysis Division (EAD).

b. Other Joint Staff directorates will assign a single POC for CADRS matters and monitor ICADs for which their directorate is assigned joint oversight responsibility.

c. The CADRS System Manager (J-7/EAD) is responsible for distributing master copies of the CADRS system software and master data base to identified CADRS POCs for each combat support agency, combatant command, and Service headquarters. In conjunction with other Joint Staff CADRS POCs, the CADRS System Manager will assign Joint Staff oversight responsibility for each ICAD.

6. Milestones

a. The Joint Staff will issue any required CSAAS amplifying instructions to supplement those found in this publication not later than 15 July of odd-numbered years to allow a minimum of 165 days for CSADR development and submission.

b. The CSPAR is submitted not later than 15 August of odd-numbered years and provides time for combat support agency directors to address CINC-identified concerns and deficiencies in their CSADR.

c. The CSADR is due not later than 31 December of odd-numbered years.

d. Joint Staff observers evaluate agency performance during exercises scheduled for the first 6 months of even-numbered fiscal years. Joint Staff reviews of agency MOUs, plans, and procedures will occur during the same timeframe.

e. The Joint Staff will update and distribute the CADRS data base and publish a draft CSAR3 not later than 15 April of even-numbered years. The final CSAR3 will be published not later than 30 June of even-numbered years to enable its use in the program review cycle.

f. Services and combat support agencies submit updates to the CADRS data base on corrective action taken or proposed for ICADs assigned to their organizations not later than 1 October of even-numbered years.

g. The CADRS System Manager will update the master CADRS data base and distribute it not later than 1 December of even-numbered years for review of corrective action taken or proposed.

h. Agencies review corrective action and notify the CADRS System Manager of items that should be closed not later than 1 April of odd-numbered years.

i. The CADRS System Manager will inform the combatant commands and Services of ICADs closed by the agencies not later than 1 June of odd-numbered years.

Table IV-1. CSADR/CSAR3 Timeline

DATE	ACTION
15 July (odd-years)	Joint Staff publishes CSMS Initiation Instructions
15 August	CINCs submit CSPAR to Joint Staff
1 October - 31 March	Joint Staff conducts on-site evaluations
31 December	Combat support agency directors submit CSADR
15 April (even-years)	Joint Staff issues initial draft of CSAR3 and distributes update of CADRS data base
30 June	Joint Staff publishes final CSAR3
1 October	Services and agencies submit updates of CADRS data base for corrective action taken on individual ICADs
1 December	Joint Staff distributes updates of CADRS data base
1 April (odd-years)	Agencies notify Joint Staff of items closed as a result of corrective action taken
1 June	Joint Staff updates master CADRS data base

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APPENDIX A

ICAD DEVELOPMENT PROCEDURES

1. General

a. This appendix outlines procedures for developing and validating ICAD records using the CADRS software. The focus of this appendix is on the types of information that go into the data base and not how to operate the software. Procedures for installing and operating the CADRS program are found in the CADRS User's Guide, which is distributed with the software.

b. CADRS is Government-owned software developed using the DBase III structure and the Clipper 5.0 compiler. CADRS software is distributed via floppy disk by the Evaluation and Analysis Division, J-7, Joint Staff. CADRS operates on an IBM compatible personal computer with 640 kb of random access memory and a hard disk drive. CADRS provides a means of adding, modifying, or deleting specific data or parts of data as they are forwarded through the chain during the CSADR development process or when changes occur over time. Additionally, CADRS eases the analytical workload for the combatant commands, Services, combat support agencies, and Joint Staff by enabling searches against specific information needs such as capability, tasks, precedence, or most of the other administrative data entries.

2. Generating a Submitter's ICAD Record. An ICAD record is generated for each concern or deficiency identified by an agency director. The ICAD originator completes* the Administrative Data Screen, the Submitter's Data Screen, and the Submitter's Narrative. The proposed ICAD is then submitted via appropriate command channels to the headquarters of the combat support agency for validation. Once validated, the ICAD becomes part of the CSADR Detailed Assessment. Procedures for completing the submitter's ICAD are delineated below.

a. Administrative Data Screen (Figure A-1). This screen records identification data used to classify each ICAD. When subsequent data screens are activated, the Administrative Data Screen remains visible for reference. A key feature of this screen is that most of the fields are sortable functions that can be used to stratify the data base or generate various reports. Procedures for

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* An ICAD Worksheet is included as the last page of this appendix to help submitting organizations prepare ICADs prior to generating the automated version using the CADRS software.

completing the various fields of the Administrative Data Screen are outlined below.

(1) Title. This is a mandatory field. Title the ICAD as descriptively as possible. The 75-character field allows for an accurate, descriptive title for easier word or subject search.

(2) CINC/Agency. This is a mandatory field. Identify the originating combat support agency using the two-digit codes provided in the CADRS software.

(3) Security Classification. This is a mandatory field. Enter the appropriate security classification designator as provided in the CADRS software.

(4) Origination Date. This is a mandatory field. Enter the date of origination.

(5) Capability. This is a mandatory field. Select one of the 27 capabilities listed in Table II-1 that best describes the concern or deficiency. Only one capability may be selected for each ICAD. The pop-up window has numerous other capabilities used by the CINCs in CSPAR reporting.

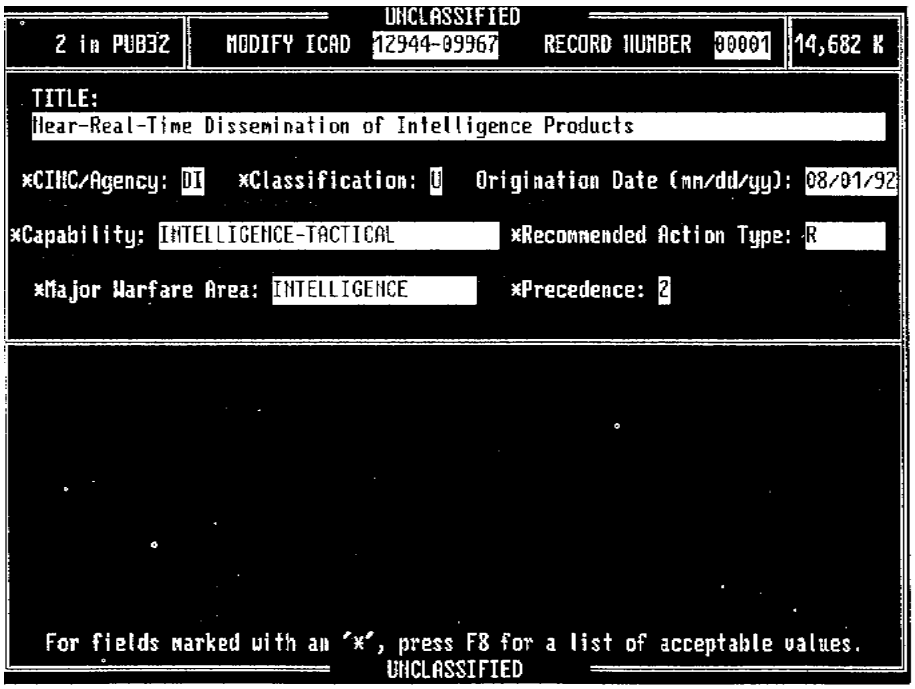


Figure A-1. Administrative Data Screen

Figure A-1. Administrative Data Screen

(6) Recommended Action Type. This is an optional field. Identify one or more of the seven recommended action categories, if known, to correct the concern or deficiency. The available categories are acquisition or procurement, doctrinal change, legislative, personnel, research and development, training, or other.

(7) Major Warfare and Functional Area. This is a mandatory field. Enter the major warfare and functional areas depicted in Table A-1 to which the deficiency belongs.

Table A-1. Major Warfare and Functional Areas

LAND WARFARE	SPECIAL OPERATIONS	INTELLIGENCE
AIR WARFARE	LOGISTICS	RECON/SURVEILLANCE
MARITIME WARFARE	MOBILITY	ENVIRONMENT
NUCLEAR OPERATIONS	MEDICAL	MISCELLANEOUS
SPACE OPERATIONS	C4	

(8) Precedence. This is a mandatory field. The validator should pay particular attention to precedence selection to ensure consistency. This field reflects a subjective assessment as to whether the concern or deficiency is critical, significant, important, or necessary to mission accomplishment.

(a) Critical. Those deficiencies in which lack of resolution would prevent prosecution of a conflict or cause defeat (i.e., a warstopper).

(b) Significant. Those deficiencies that could have a substantial affect on the ability to prosecute a conflict.

(c) Important. Those deficiencies that could impact the ability to prosecute a conflict.

d) Necessary. Those items that are needed to improve warfighting capability.

(9) CSADR Task List (Figure A-2). This is a mandatory field. The CSADR Task List is the last field in the Administrative Data Screen; however, the list is too large to be part of the screen itself and must come up as a separate window. At least one task must be selected for each ICAD. In many cases, an individual concern or deficiency affects more than one task. However, DO NOT arbitrarily select a large number of tasks. For instance, a medical supplies shortfall may apply to regional conflict but not to

tasks at the lower end of the operational continuum. Select all applicable tasks.

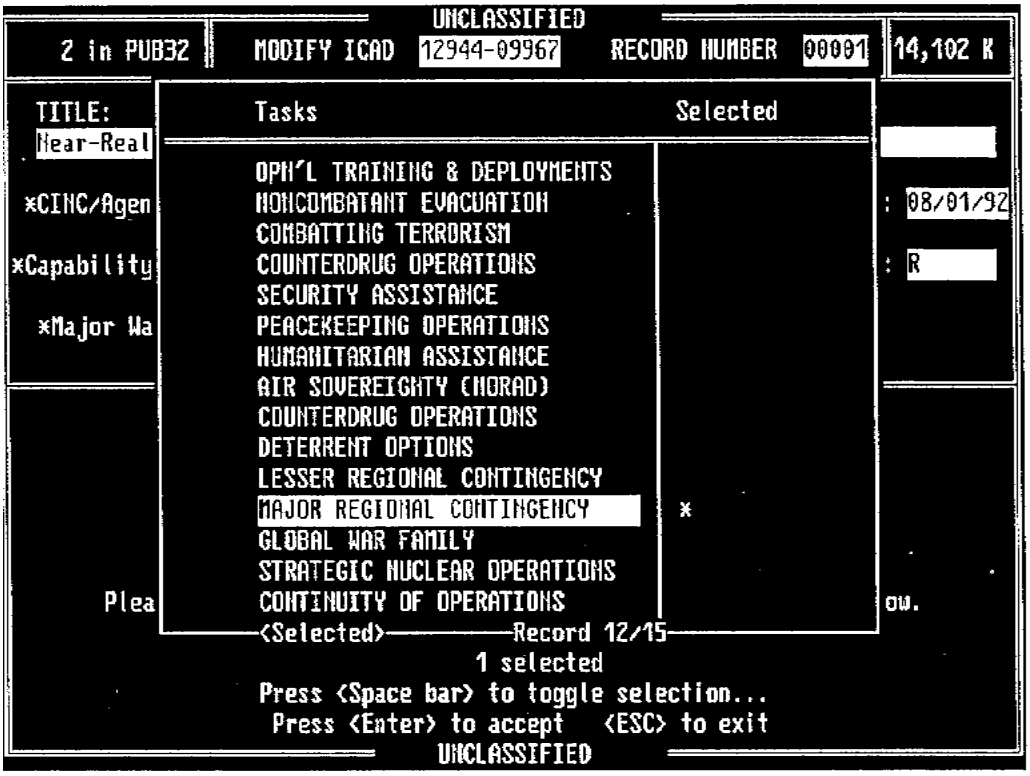


Figure A-2. CSADR Task List Window

Figure A-2. CSADR Task List Window

b. Submitter's Data Screen (Figure A-3). This screen provides information on the ICAD originator and, for the most part, is self-explanatory. Include the rank and name of Submitter, DSN and commercial telephone numbers, and organizational office symbol of the submitter. The "Update on" field is not used during original submission but is available to provide the submitter an opportunity to keep track of changes made after ICAD origination. If applicable, include the name of the component or separate operating agency in the "Component/SOA" block.

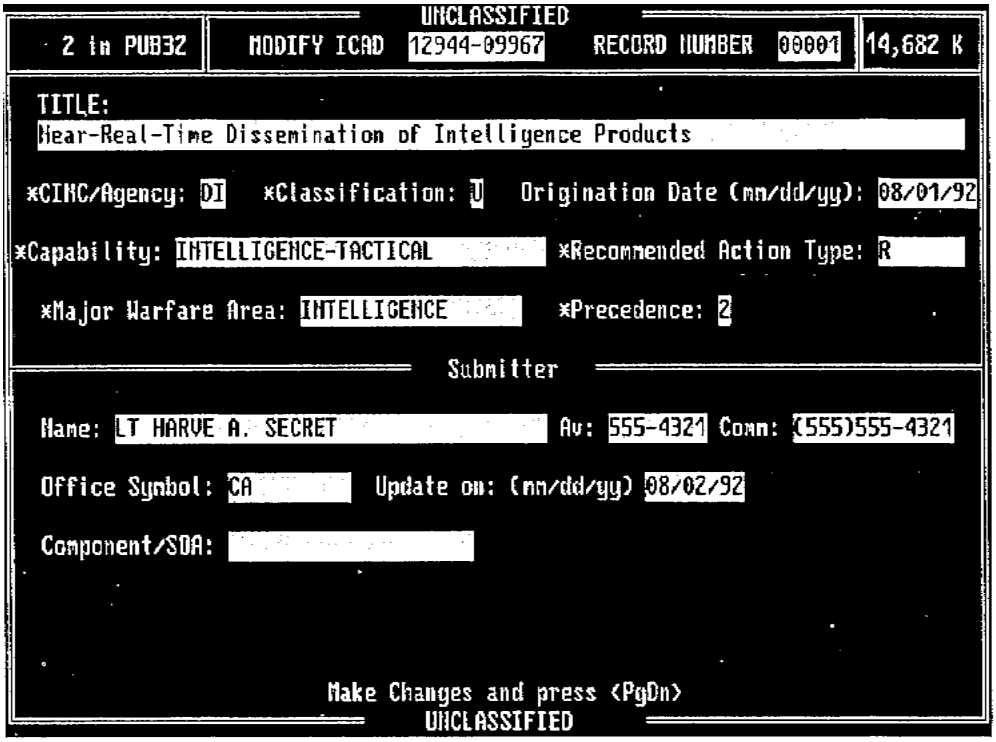


Figure A-3. Submitter's Data Screen

Figure A-3. Submitter's Data Screen

c. Submitter's Narrative Window (Figure A-4). The narrative is a free form text window. As such, the headings that appear when the window is first activated are subject to being overwritten. Thus, users must use the arrow keys to position the cursor in each paragraph although a word wrap feature is in effect to expand the paragraph spacing. In addition, the user must position the cursor over the question marks to manually input the required paragraph classification markings.

(1) OPLANs/CONPLANs Affected. This is a mandatory field. List the OPLANs or CONPLANs that are affected by the particular ICAD. If none, so state and give basis for task.

(2) Deficiency Description. This is a mandatory field. Briefly summarize the actual concern or deficiency. Only one concern or deficiency can be identified by a particular ICAD and must be stated in terms of a capability rather than in programmatic terms. For instance, a proper deficiency description might summarize the lack of capability to disseminate finished intelligence to tactical users but would not state a need for an intelligence fusion center.

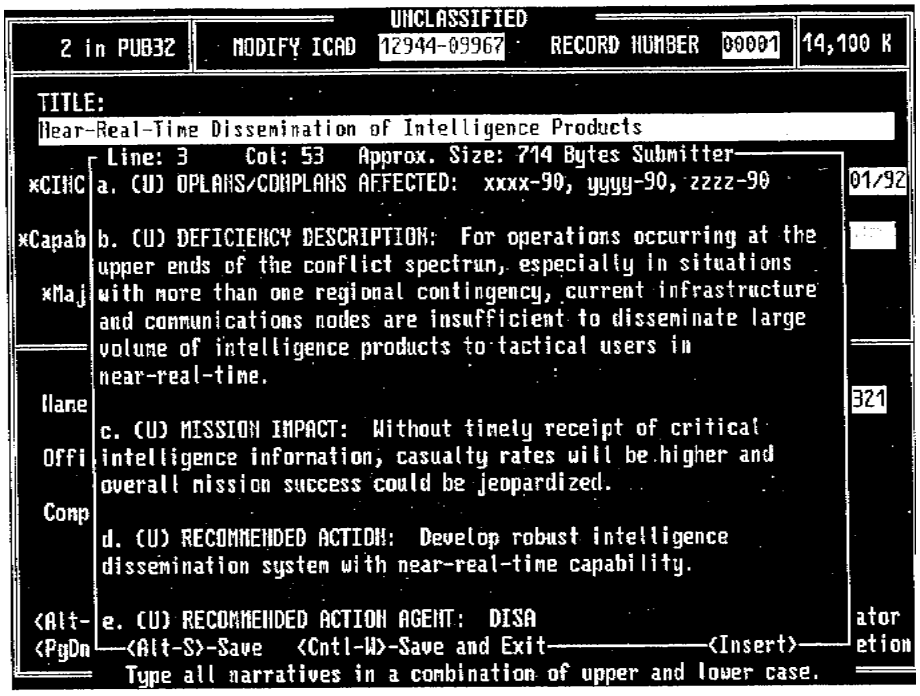


Figure A-4. Submitter's Narrative

Figure A-4. Submitter's Narrative

(3) Mission Impact. This is a mandatory field. Summarize the effect of the concern or deficiency on mission accomplishment. For instance, tactical users must operate for more than 36 hours without intelligence on the suspected location of enemy forces making them vulnerable to enemy attack and high attrition. The mission impact must be related to the task(s) identified in the CSADR Task List.

(4) Recommended Action. This is an optional field. This paragraph is used to highlight possible solutions to the concern or deficiency. Alternative solutions should be identified, if known. This paragraph is more detailed than the "Recommended Action Type" field on the Administrative Data Screen that only highlights the broad categories of action such as procurement or doctrinal change. However, specific solutions proposed in this paragraph should be consistent with the "Recommended Action Type."

(5) Recommended Action Agent. This is an optional field. If the information is available, this paragraph lists the agency, Service, component, or staff best suited to assume responsibility for correcting the identified concern or deficiency. For

example, a particular Service or Service component is often an appropriate choice for procurement matters.

3. Validating an ICAD

a. In order for an ICAD to be submitted as part of the CSADR Detailed Assessment, it must be validated. Validation is normally accomplished by a senior official, such as a division chief, with cognizance over the functional activity represented by the ICAD.

b. The Validator's Data Screen (Figure A-5) contains the name, phone numbers, and office symbol of the official authorized to validate the accuracy of a particular ICAD. In addition, if an agency director identifies an ICAD's deficiency as one of the top 20 shortfalls in his narrative report, the ranking is included in the "CINC Narrative Rank" field. This latter field is left blank if the ICAD is not part of the director's top 20.

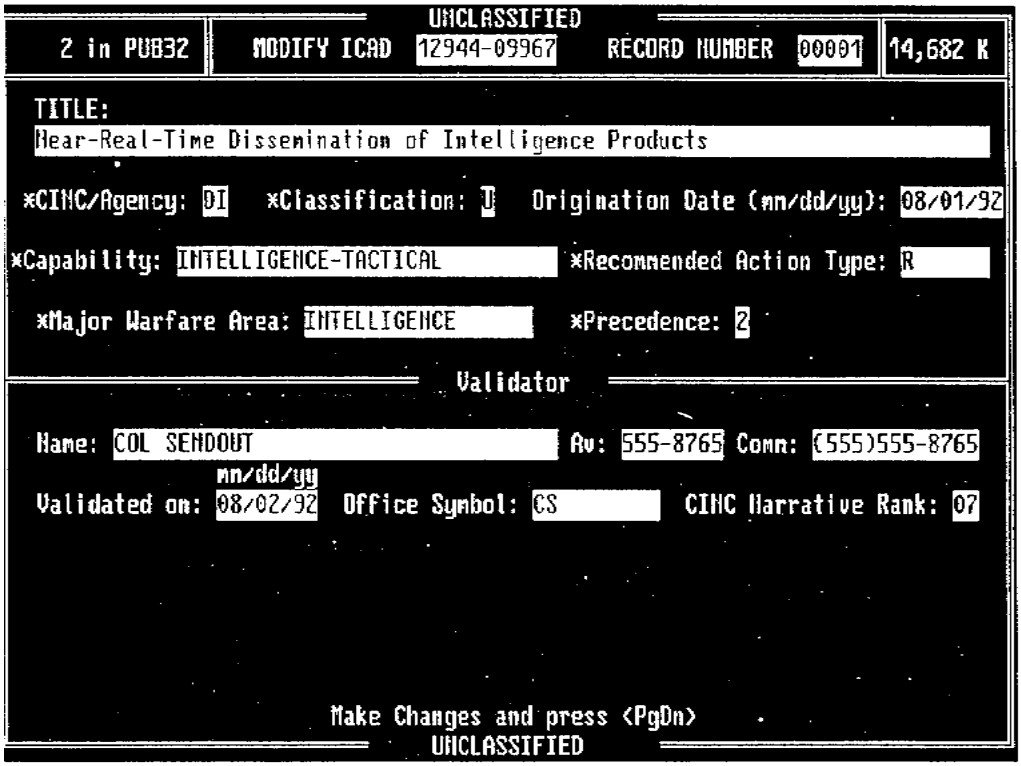


Figure A-5. Validator's Data Screen

Figure A-5. Validator"s Data Screen

INDIVIDUAL CONCERN AND DEFICIENCY (ICAD) WORKSHEET		
TITLE		
AGENCY	CLASSIFICATION	ORIGINATION DATE (mm/dd/yy)
CAPABILITY	RECOMMENDED ACTION TYPE ACQ DOC LEGIS PERS R&D TNG OTH	
MAJOR WARFARE/FUNCTIONAL AREA	PRECEDENCE (circle) 1 2 3 4	
SUBMITTER'S RANK/NAME	DSN	COMM ( )
SUBMITTER'S OFFICE SYMBOL	UPDATED ON: (mm/dd/yy)	
COMPONENT (if applicable)	TASK(S) (circle all that apply) TNG NEO CT CD SEC ASS'T PK OPS HA AIR SOV DET OPT LRC MRC GW SNO COOP	
REMARKS: a. ( ) OPLANs/CONPLANs AFFECTED: b. ( ) DEFICIENCY DESCRIPTION: c. ( ) MISSION IMPACT: d. ( ) RECOMMENDED ACTION: e. (RECOMMENDED ACTION AGENT:		

CADRS Form 1 - JAN 93 MAY BE REPRODUCED LOCALLY

APPENDIX B

CSR DEVELOPMENT PROCEDURES

1. General. CSRs are prepared to document the responsiveness and readiness of the originating combat support agency to support a particular combatant command.

2. Generating a CSR. CSRs are normally prepared by the headquarters staff of the combat support agency using the ICADS as a basis. However, agency liaison officers are often in the best position to summarize both the strengths and weaknesses as they relate to a specific CINC and should have a significant impact on CSR development. As a general rule, each combat support agency generates a CSR on each CINC. This enables the agency to highlight unique support provided to the various commands. It is recognized that some of the information included in the CSRs may be duplicative, especially for deficiencies that apply to more than one type of command such as the geographic CINCs. Procedures* for using CADRS software to develop CSR records are delineated below.

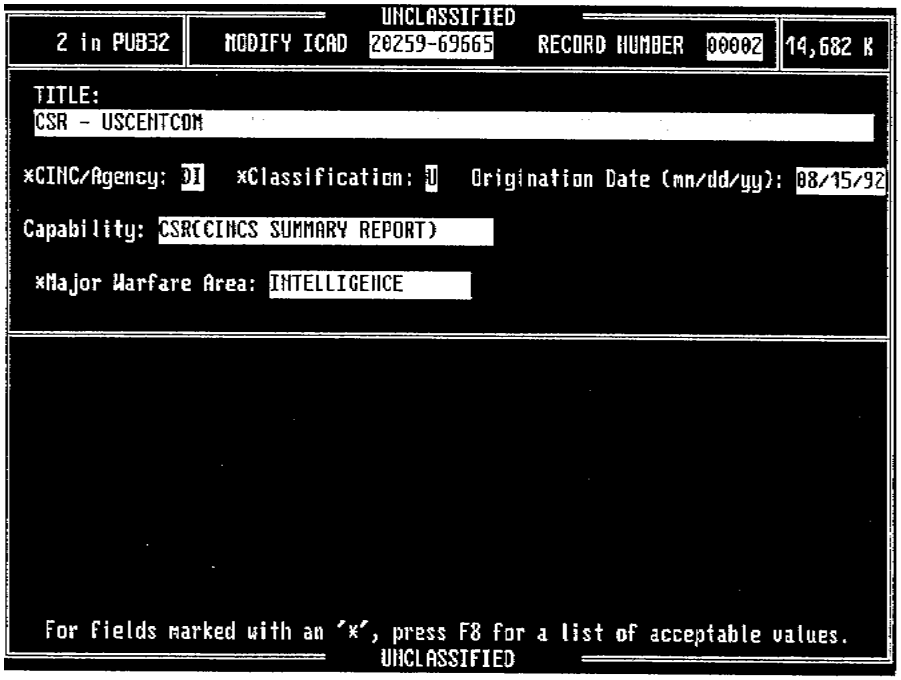


Figure B-1. CSR Administrative Data Screen

Figure B-1. CSR Administrative Data Screen

* A CSR Worksheet is included as the last page of this appendix to help submitting organizations prepare CSRs prior to generating the automated version using the CADRS software.

a. CSR Administrative Data Screen (Figure B-1). Because the administrative data requirements for a CSR differ somewhat from a normal ICAD, the Administrative Data Screen for a CSR does not contain the fields for Recommended Action Type, Precedence, or the CSADR Task List. Additionally, the capability field is automatically filled in with "CSR (CINCs Summary Report)" to enable subsequent sorting. The title should indicate that the record is a CSR and reflect the name of the combatant command upon which the CSR is written. For example, "CSR - USCENTCOM" or "CSR - FORSCOM."

b. CSR Validator's Data Screen (Figure B-2). For CSR purposes, the validating official is assumed to be the author of the CSR. This screen provides information on the CSR validating official and, for the most part, is self-explanatory. Include the rank and name of author, DSN and commercial telephone numbers, and office symbol of the validating organization. The "Update on" field is not used during original submission but is available to provide the validator an opportunity to keep track of changes made after CSR origination.

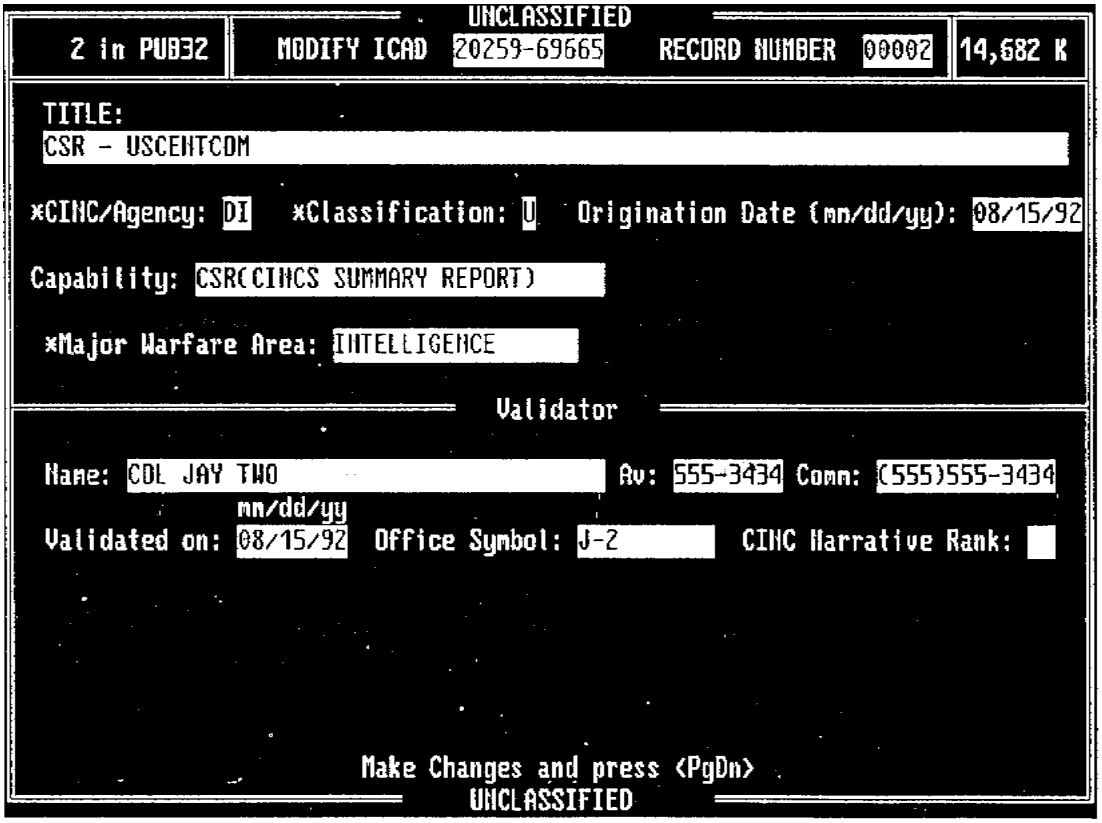


Figure B-2. CSR Validator's Data Screen

Figure B-2. CSR Validator's Data Screen

c. Validator's Narrative Window (Figure B-3). The procedures for completing a CSR narrative are outlined below.

(1) Summary of Capability. Describe the current capability to support the identified combatant command in each of the three JSCP-related task categories: forward presence operations, regional conflict, and global conflict. Where possible, this section should emphasize the positive aspects of support to the combatant commands. Major changes in the degree of support provided since the last CSADR was submitted should be discussed.

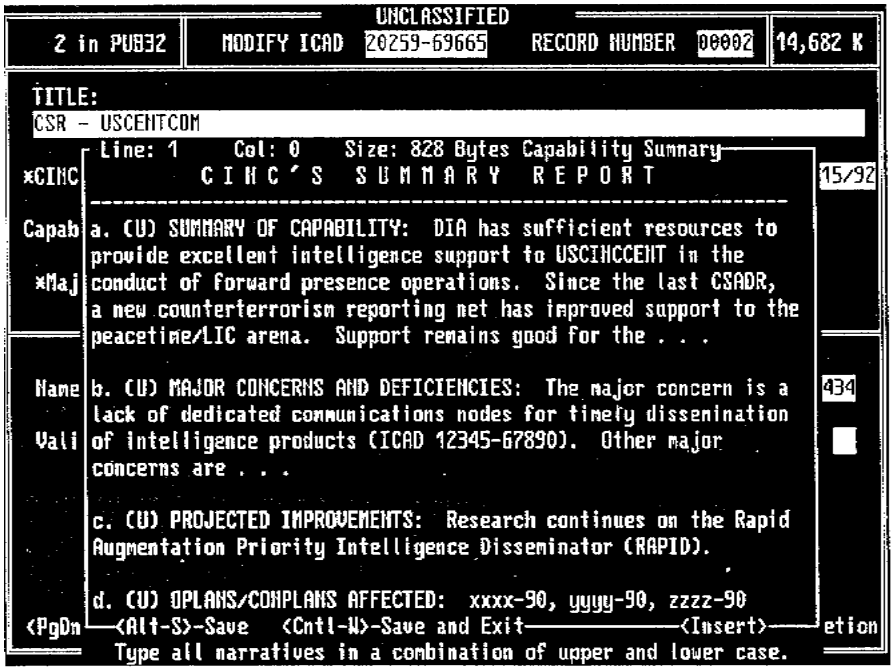


Figure B-3. CSR Narrative (Validator's Narrative)

Figure B-3. CSR Narrative (Validator's Narrative)

(2) Major Concerns and Deficiencies. Briefly outline the major concerns and deficiencies that limit or are projected to limit the amount of support available to the CINC. The 10-digit ICAD reference numbers should be provided for those ICADs on which the summary comments are based. Emphasis should be placed on those deficiencies assigned a "critical" precedence.

(3) Projected Improvements. Discuss any projected or suggested improvements that would increase the capability of the agency to support the command.

Programs or specific items of equipment can be included if appropriate.

(4) OPLANs/CONPLANs Affected. This is an optional entry. List any OPLANs/CONPLANs required by the current JSCP that would be affected by the major concerns and deficiencies highlighted in the CSR.

3. CSR Submission. Once all the CSRs have been completed, they are combined with validated ICADs to form the CSADR Detailed Assessment. The CSADR Detailed Assessment is submitted in accordance with the procedures outlined in Chapter II of this publication.

CINC SUMMARY REPORT (CSR) WORKSHEET

TITLE
CSR -

AGENCY | CLASSIFICATION | ORIGINATION DATE (mm/dd/yy)

CAPABILITY
CSR (CINCS SUMMARY REPORT)

MAJOR WARFARE/FUNCTIONAL AREA

AUTHORS RANK/NAME | DSN | COMM ( )

VALIDATED ON: (mm/dd/yy) | OFFICE SYMBOL | NARRATIVE RANK

REMARKS:

a. ( ) SUMMARY OF CAPABILITY:
b. ( ) MAJOR CONCERNS AND DEFICIENCIES:
c. ( ) PROJECTED IMPROVEMENTS:
d. ( ) OPLANs/CONPLANs AFFECTED:

CADRS FORM 2 - JAN 93 MAY BE REPRODUCED LOCALLY

(INTENTIONALLY BLANK)

APPENDIX C

SAMPLE CSADR NARRATIVE REPORT

1. ( ) OPLANs/CONPLANs. USCINCxxx OPLAN xxxx, USCINCyyy OPLAN yyyy, and USCINCzzz CONPLANs zzzz and aaaa.

2. ( ) Overall Preparedness Summary. The XXX Agency is prepared to support all combatant commands in executing all JSCP-assigned tasks during forward presence operations and regional conflict. Since submission of the CSADR report, significant improvements have been noted in . . . . A synopsis of each of the task categories is noted below.

a. ( ) Forward Presence Operations. Operation GETOUT clearly demonstrated this agency's support in executing a large-scale NEO operation. Support to USCINCxxx and USCINCyyy was improved by . . . . However, support to counterdrug operations has been hampered by . . . . This has been especially apparent in USCINCzzz's AOR. Additional deficiencies include the ability to provide time-sensitive support to USCINCxxx and USCINCzzz for counterterrorism operations.

b. ( ) Regional Conflict. As clearly demonstrated in Operation DESERT STORM, the XXX Agency can provide formidable support to the combatant commander during a major regional conflict. However, excess resources are limited, and support during concurrent execution of either a major regional or global war family OPLAN would be degraded and require prioritization. Improvements in support at the regional conflict level include work on deterrent options for USCINCyyy and CINCzzz. Major deficiencies at the regional conflict level include the following . . . .

c. ( ) Global Conflict. XXX Agency is well prepared to support USCINCSTRAT during SIOP execution. However, should SIOP execution follow a long period of regional conflict, support may be degraded based on equipment losses.

3. ( ) Shortfall Prioritization*

a. ( ) Priority 1. Ability to gather intelligence, particularly relating to drug flow from Country xxxx, is limited by lack of relationships with indigenous corroborators. (ICAD 12345-67890)

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* For the purposes of this sample report, only 3 out of a maximum 20 priorities are shown.

b. ( ) Priority 2. Ability to disseminate data to tactical users in near real time is limited by communications infrastructure during simultaneous, extraregional or global conflict. (ICAD 01234-56789)

c. ( ) Priority 3. Ability to support fusion of tactical data in USCINCxxx AOR is hampered by lack of secure fusion facility with modern communications and computer links. (ICAD 04567-89012)

4. ( ) Other Comments. Concerned that overall funding levels for XXX Agency are being determined without regard to an increasingly uncertain strategic environment that increases workload on this agency despite reduced size of the US Armed Forces as a whole. Suggest formation of a CJCS-sponsored review panel to examine funding levels of combat support agencies in support of combatant commands.

5. ( ) Point of Contact. POC for XXX Agency is Ms. Xxxxx, DSN 555-1234/5678 or COMM (123) 555-1234.

APPENDIX D

OVERSIGHT AND FEEDBACK PROCEDURES

1. Oversight Mechanism. With the advent of CADRS software, a mechanism has been developed to provide oversight and feedback on actions taken to minimize or eliminate shortfalls identified by the combat support agencies. After receiving the CSADR Detailed Assessment, the J-7 CADRS System Manager will meet with the single POCs in each Joint Staff directorate to assign a Joint Staff oversight activity and also propose an action agent for each ICAD. The primary purpose of the oversight activity is to ensure that problems identified by an agency director receive the proper attention. The oversight activity is not charged with fixing a problem. Corrective action falls within the purview of the action agent. However, the oversight activity functions as an intermediary, should one be necessary, between the combatant commands and the action agent. Once the determination of the proper Joint Staff oversight activity has been made, information will be entered into the CADRS System Manager's Data Screen (Figure D-1) by the applicable Joint Staff oversight activity as detailed below.

a. Joint Oversight Activity. Enter the appropriate Joint Staff directorate.

b. Division. Enter the office symbol of the joint oversight activity.

c. Name. Enter the name of the action officer for the joint oversight activity.

d. Telephone Numbers. Enter the DSN and commercial telephone numbers of the joint oversight activity.

e. Action Assigned To. Enter the name of the Service, combat support agency, or other activity to whom the action will be assigned for corrective action.

f. Updated on. Leave blank. This field is used by the CADRS System Manager to enter the date the ICAD is entered into the master CADRS data base.

Joint Staff oversight activities will provide the CADRS System Manager with an updated CADRS export file (see CADRS User's Manual) for inclusion in the master CADRS data base. The CADRS System Manger will then distribute the updated data base to the single POCs in the Services, combat support agencies, or other activities.

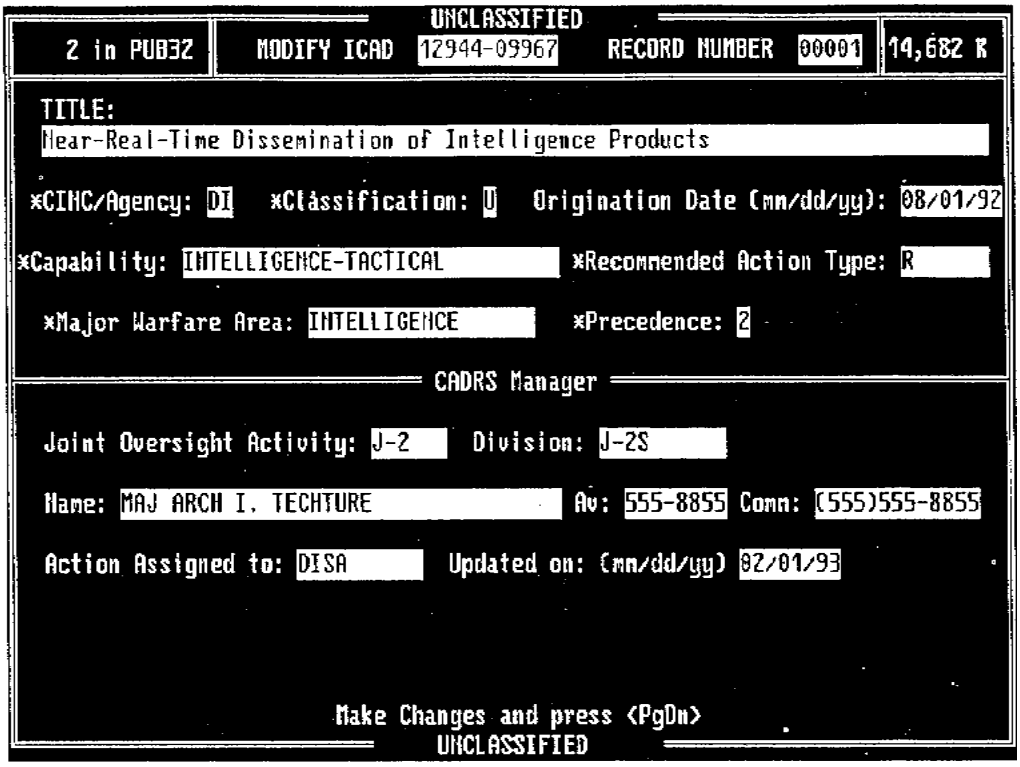


Figure D-1. CADRS System Manager's Data Screen

Figure D-1. CADRS System Manager's Data Screen

2. Feedback Mechanism. The CADRS feedback mechanism provides a means for a formal response to CSADR input by the cognizant Service, combat support agency, or other activities following the POM process. Action agents provide the CADRS System Manager with updates not later than 1 October of even-numbered years for inclusion in the master CADRS data base and distribution to the combat support agencies. Procedures for using the CADRS software to provide feedback on corrective action are delineated below.

a. Action Agent's Data Screen (Figure D-2). The Action Agent's Data Screen is completed by the activity responsible for taking the actions necessary to minimize or eliminate the concern or deficiency cited by the agency director.

(1) Name. Provide rank and name of action officer.

(2) Telephone Numbers. Provide DSN and commercial telephone numbers for the action officer.

(3) Office Symbol. Provide appropriate office symbol of the action officer.

(4) Update Date. Enter the date that any information in either the Action Agent's Data Screen or the Action Agent's Narrative is changed.

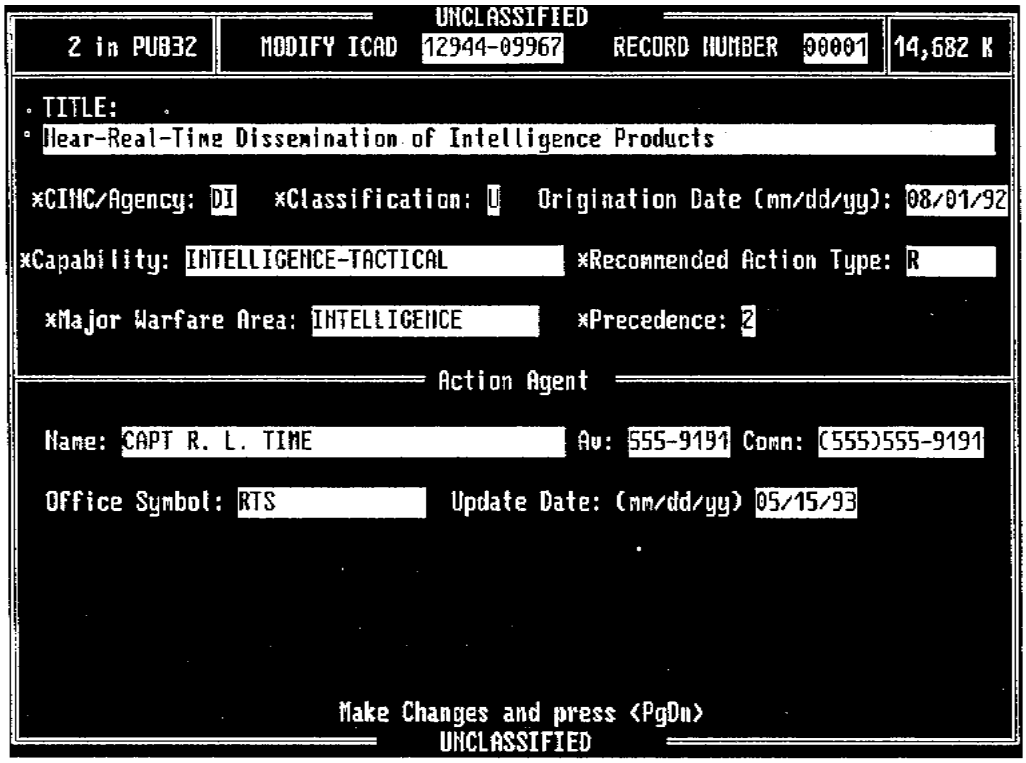


Figure D-2. Action Agent's Data Screen

Figure D-2. Action Agent's Data Screen

b. Action Agent's Narrative Window (Figure D-3). Procedures for completing this window are outlined below.

(1) Action Approach. Briefly describe the action(s) being taken or projected to be taken to minimize or eliminate the concern or deficiency. If resource constraints prohibit or limit the ability to resolve the issue fully, or if the action agent believes the concern is unfounded or that the deficiency does not exist, that information should be recorded in this block.

(2) Milestones. Indicate the expected timetable for resolution of the issue, if known to include major decision points.

(3) Remarks/Status. Self-explanatory.

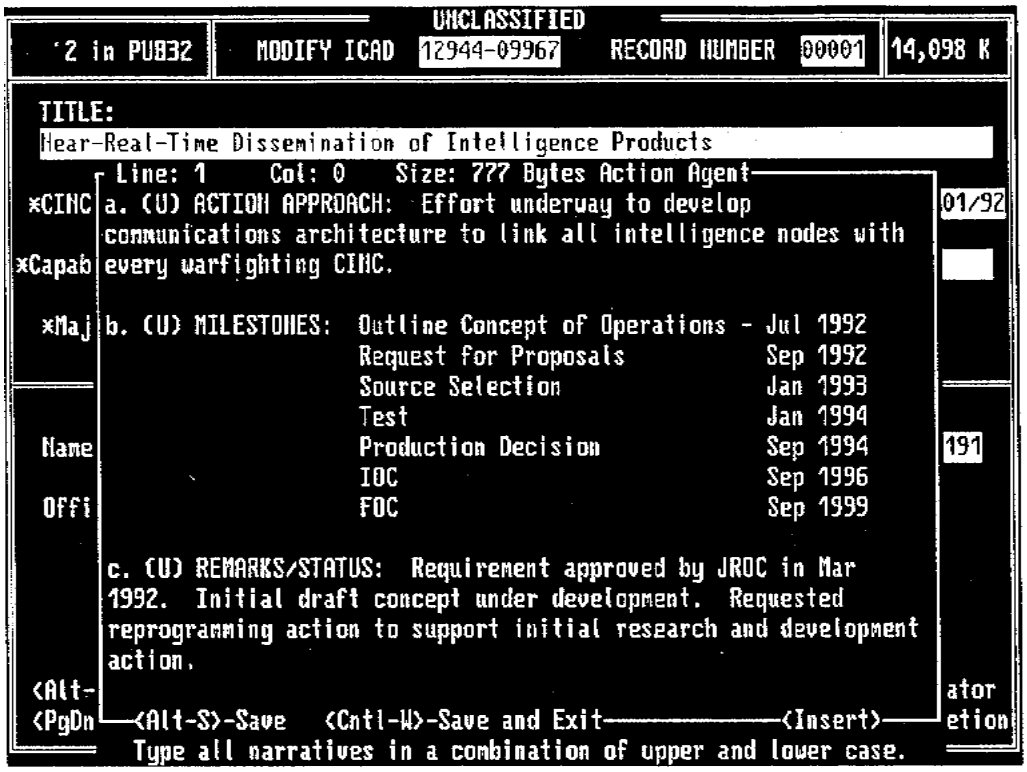


Figure D-3. Action Agent's Narrative

Figure D-3. Action Agent's Narrative

APPENDIX E

USER'S EVALUATION REPORT ON JOINT PUB 1-03.32

1. Users in the field are highly encouraged to submit comments on this pub. Please fill out the following: User's POC, unit address, and phone (DSN) number.

2. Content

   a. Does the pub provide a conceptual framework for the topic?

   b. Is the information provided accurate? What needs to be updated?

   c. Is the information provided useful? If not, how can it be improved?

   d. Is this pub consistent with other joint pubs?

   e. Can this pub be better organized for the best understanding of the doctrine and/or JTTP? How?

3. Writing and Appearance

   a. Where does the pub need some revision to make the writing clear and concise? What words would you use?

   b. Are the charts and figures clear and understandable? How would you revise them?

4. Recommended urgent change(s) (if any).

5. Other

6. Please fold and mail comments to the Joint Doctrine Center (additional pages may be attached if desired) or FAX to DSN 564-3990 or COMM (804) 444-3990.

(FOLD)

FROM:

THE JOINT STAFF, J-7
ATTN: JOINT DOCTRINE CENTER
NORFOLK NAVAL AIR STATION
NORFOLK, VA 23511-5380

(FOLD)

ADDITIONAL COPIES OF THE USERS EVALUATION REPORT

E-3 thru E-10

GLOSSARY

ACRONYMS AND ABBREVIATIONS

AIG	addressee indicator group
C4	command, control, communications, and computers
CADRS	Concern and Deficiency Reporting System
CINC	commander of a unified or specified command
CIO	Central Imagery Office
COMSEC	communications security
CONPLAN	operation plan in concept format
CSAAS	Combat Support Agency Assessment System
CSADR	Combat Support Agency Director's Report
CSAR3	Combat Support Agency Responsiveness and Readiness Report
CSPAR	CINC's Preparedness Assessment Report
CSR	CINC's Summary Report
CW	chemical warfare
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
EAD	Evaluation and Analysis Division
FOC	full operational capability
FORSCOM	Forces Command
FYDP	future years defense program
IBM	International Business Machines
ICAD	individual concern and deficiency
IG	inspector general
IOC	initial operational capability
J-2	Intelligence Directorate, Joint Staff, DIA
J-3	Operations Directorate, Joint Staff
J-4	Logistics Directorate, Joint Staff
J-6	Command, Control, Communications, and Computer Systems Directorate, Joint Staff
J-7	Operational Plans and Interoperability Directorate, Joint Staff
JAARS	Joint After-Action Reporting System
JIEO	Joint Interoperability Engineering Organization
JMET	joint mission essential task
JULLS	Joint Universal Lessons Learned System
JROC	Joint Requirements Oversight Council
JSCP	Joint Strategic Capabilities Plan
JSPS	Joint Strategic Planning System
JTTP	joint tactics, techniques, and procedures

LIC	low intensity conflict
MC&G	mapping, charting, and geodesy
MOP	memorandum of policy
MOU	memorandum of understanding
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NEO	noncombatant evacuation operation
NMCC	National Military Command Center
NSA/CSS	National Security Agency/Central Security Service
NORAD	North American Aerospace Defense Command
OPLAN	operation plan in complete format
OPSEC	operations security
PES	Preparedness Evaluation System
POC	point of contact
POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
SIGINT	signals intelligence
SOA	separate operating agency
USCENTCOM	US Central Command
USEUCOM	US European Command
USLANTCOM	US Atlantic Command
USPACOM	US Pacific Command
USSOCOM	US Special Operations Command
USSOUTHCOM	US Southern Command
USSPACECOM	US Space Command
USSTRATCOM	US Strategic Command
USTRANSCOM	US Transportation Command
WWMCCS	Worldwide Military Command and Control System