

Setting the Azimuth for Joint Force 2020: Globally Integrated Operations And Mission Command

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We have to recognize that “about 80 percent of the [joint] force of 2020 already exists,” Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey told the audience at AUSA’s inaugural GEN Bernard W. Rogers Strategic Issues Forum in late September. That part, he noted, has already been set to a significant degree by previous and ongoing budget cycles and programming already in place.

“It’s that other 20 percent that I really want to focus our attention on,” he added. “If we can get that 20 percent to be a dramatic enough difference and allow it then to wash back over the other 80 percent, then the whole force becomes a little bit better.”

GEN Dempsey is the point man for setting the parameters that will shape Joint Force 2020—the direction that the services will take to counter evolving security threats, align with national strategic direction and reset for the future after more than a decade of war in Southwest Asia.

To meet the growing complexities of defense threats, GEN Dempsey has advocated integration of joint command and control frameworks and specialized assets and creation of a joint operating environment that is inherently flexible at its core. With the ability to assemble necessary assets rapidly, it is envisioned to meet specific threats and disassemble assets just as quickly to be ready for the next threat, with all echelons trained and confident to operate jointly under the tenets of Mission Command.

At the Rogers Forum, GEN Dempsey said that during the first 25 years of his service the fundamental concept was to build the U.S. Armed Services as a force of mass and “disaggregate” it as it became necessary.

“I think probably what you will see in the future is that we will build the force intending to be able to disaggregate it and mass it only as necessary,” he said. “It is almost a reversal of the paradigm with which I grew up.”

He added that smaller Army unit deployments could be routine in the future, explaining that the Army has already gone from division-centric deployments to deployment of



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Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey speaks at the inaugural GEN Bernard W. Rogers Strategic Issues Forum, sponsored by AUSA’s Institute of Land Warfare.

individual brigade combat teams and that deployments in the future could be centered on lower-unit echelons or task forces.

GEN Dempsey's talk at the Rogers Forum preceded by a few days the public release of *Capstone Concept for Joint Operations: Joint Force 2020*, an overarching document prepared under the Chairman's direction that is designed to get the military thinking about measures necessary to address envisioned future paradigms.

GEN Dempsey wrote in the document's foreword: "New concepts of operation are needed to address the security paradox we face. This Capstone Concept is one of the first to imagine what they might be. It proposes an approach called *globally integrated operations*. In this concept, Joint Force elements, globally postured, combine quickly with each other and mission partners to integrate capabilities fluidly across domains, echelons, geographic boundaries, and organizational affiliations. While much about this approach remains to be developed, it aims to leverage the distinct advantages our military holds over adversaries so that U.S. Joint Forces, in concert with the other elements of national power, keep America immune from coercion."

The document's introduction states:

This *Capstone Concept for Joint Operations* (CCJO) describes potential operational concepts through which the Joint Force of 2020 will defend the nation against a wide range of security challenges. Its purpose is to guide force development toward Joint Force 2020, the force called for by the new defense strategic guidance, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*.

A capstone concept by definition articulates a high-order vision of how the future force will operate. It cannot by itself provide the detailed guidance necessary to realize the Joint Force of 2020. It can, however, describe the future operating environment, advance new concepts for joint operations, and suggest attributes that will define the future force. In this way, the CCJO aims to establish a bridge from the new strategic guidance to subordinate concepts, force development guidance, and follow-on doctrine.

This CCJO focuses on what is new and different in the future strategic environment. It builds on prior capstone concepts, but also recognizes that much of the nature of conflict in the world is enduring. War remains a clash between hostile, independent, and irreconcilable wills each trying to dominate the other through violence. Enemies will continue to search for, find, and exploit U.S. vulnerabilities. Even when waged with

increasingly sophisticated technologies, the conduct of military operations remains a fundamentally human enterprise. Finally, this concept recognizes that military force is only one element of national power. In many cases strategic success will turn on our ability to operate in concert with the rest of the U.S. government, allied governments and their armed forces, and nongovernmental partners.

The CCJO identifies 10 primary mission areas under the current national security strategy that the Joint Force must undertake to protect U.S. national interests:

- Counter terrorism and irregular warfare.
- Deter and defeat aggression.
- Project power despite anti-access/area denial challenges.
- Counter weapons of mass destruction.
- Operate effectively in cyberspace and space.
- Maintain a safe, secure and effective nuclear deterrent.
- Defend the homeland and provide support to civil authorities.
- Provide a stabilizing presence.
- Conduct stability and counterinsurgency operations.
- Conduct humanitarian, disaster relief and other operations.

Concerning the essential element of the Capstone Concept strategy called globally integrated operations, the document states:

Globally integrated operations is the concept for how the Joint Force should prepare for the security environment we will soon face. It requires a globally postured Joint Force to quickly combine ca-

pabilities with itself and mission partners across domains, echelons, geographic boundaries, and organizational affiliations. These networks of forces and partners will form, evolve, dissolve, and reform in different arrangements in time and space with significantly greater fluidity than today's Joint Force.

The strength of our Joint Force has always been its ability to combine unique Service capabilities to project decisive military force. The concept of globally integrated operations aims to accelerate and expand how the Joint Force musters decisive force. At its heart, the concept envisions the integration of emerging capabilities—particularly special operations forces, cyber, and intelligence, surveillance and reconnaissance (ISR)—with new ways of fighting and partnering. Together, this will achieve higher levels of military effectiveness against the threats we will most likely face.

The CCJO goes on to identify significant elements of globally integrated operations, citing the primary requirement to be "a commitment to the use of mission command."



The Rogers Strategic Issues Forum

AUSA's Institute of Land Warfare's Rogers Strategic Issues Forum, which grew out of AUSA's recognition of the need to expand its outreach efforts in telling the Army story and in further emphasizing the vital strategic importance of landpower, provides speaking opportunities for senior leaders in the uniformed services, the Department of State, academia and think tanks. The lectures will be tailored to address critical issues affecting land forces and strategy.

The forum was named in honor of GEN Bernard W. Rogers, the 28th Chief of Staff of the Army (CSA). Following his tour as CSA, GEN Rogers was named Supreme Allied Commander Europe; he served in that position for eight years until his retirement from active service in 1987.

The second event in the series is scheduled for December 3. The featured speaker will be GEN Carter F. Ham, Commander, U.S. Africa Command.



GEN Bernard W. Rogers

It states:

Mission command is the most appropriate command philosophy for the increasingly uncertain future environment because it empowers individuals to exercise judgment in how they carry out their assigned tasks. First and foremost, it exploits the human element in joint operations, emphasizing trust, force of will, intuitive judgment, and creativity, among other traits. This ethic of decentralization empowers subordinate leaders to advance their commander's intent through the most effective means at their disposal. A new generation of digital collaboration technology enables us to realize mission command in even more powerful ways. Mobile devices with reach-back to network-based services will allow distributed commanders and staffs to collaborate as though co-located. Developing networks that can simultaneously integrate secure and non-secure communications will widen the circle of actors who can support a given operation, allowing diverse stakeholders to contribute insights and expertise in real time. Future mission command will thus be highly collaborative as seniors and subordinates join in a circle of feedback, initiative, adaptation, and mission effectiveness.

The CCJO emphasizes that military education is the avenue to achieve Mission Command in joint operations, stating: "Each of the Services implements some version of Mission Command in the conduct of joint operations, but differences exist owing to characteristic missions and primary operating domains. Ensuring the principles of mission command in play at the Service level can function together in joint operations requires a common understanding of its varying manifestations and how they might be harmonized. A renewed focus on the command environment in Joint Professional Military Education is therefore critical. Mission Command must be further understood in the context of the modern information environment, including advancements in command and control technologies and their vul-

nerabilities. Educating commanders and staffs to match command philosophy to the particular requirements of each mission is also important, as is imbuing commanders with restraint as communication technologies could increase the propensity for micromanagement."

The CCJO's conclusion again refers to globally integrated operations and Mission Command, stating:

The strength of any Joint Force has always been the combining of unique Service capabilities into a coherent operational whole. Future Joint Forces will routinely employ more such combinations than ever before, with partners as well as within the Joint Force, to achieve efficiencies and synergies not previously feasible. The assertion is that through globally integrated operations, Joint Forces will remain able to protect U.S. national interests despite constrained resources.

Globally integrated operations rely on mission command to provide the adaptability and tempo essential to future operations. It must provide the ability to seize, retain and exploit the initiative in time and across domains. It is predicated on significant global agility so forces can aggregate, reconfigure, and disaggregate fluidly as required. It leverages the participation of partners. It presents more flexible options for establishing Joint Forces and enables cross-domain synergy at increasingly lower echelons. It plans for cyberspace, space, special operations, global strike, and global intelligence, surveillance and reconnaissance capabilities to play more pronounced roles in future joint operations. Finally, it helps future joint operations be increasingly discriminate to minimize unintended consequences.

The capstone document addresses many aspects related to joint force development in detail, including an outline of evolving threats and potential roadblocks to implementation.

The complete version of the *Capstone Concept for Joint Operations: Joint Force 2020* can be downloaded from the Joint Chiefs of Staff website through a shortened web address: <http://goo.gl/bc9VU>. ★