



U.S. JOINT FORCES COMMAND JOINT CONCEPT DEVELOPMENT AND EXPERIMENTATION'S CONCEPT PRIMER

Standing Joint Force Headquarters (SJFHQ)

The SJFHQ is the answer. It provides the commander with a more flexible and robust command-and-control capability.

Introduction

The standing joint force headquarters is about transformation—thinking and operating differently, using networked knowledge and shared situational understanding in an effects-based approach to planning and operations, as well as providing a coherently joint perspective to respond to demanding challenges of today's operational environment.

This new organization is a full-time, joint, command-and-control element within the regional combatant commander's staff. Its daily focus is warfighting readiness, and it is a fully integrated participant in the deliberate and crisis plans and operations of the regional combatant commander's (RCC) staff. The SJFHQ provides each RCC with a trained and equipped standing, joint, command-and-control capability, specifically organized to enhance situational understanding within a designated focus area.

Standing Joint Force Headquarters: "Centerpiece of Transformation"

- Changing how we think
- Transforming how we will command and fight
- Training the way we will command and fight
- Enabling decision superiority and rapid execution

Millennium Challenge 2002, a major joint experiment, demonstrated that the SJFHQ significantly improves combatant commander readiness by enhancing pre-crisis contingency planning and the ability to rapidly establish an operational joint task force headquarters. The SJFHQ offers senior-level joint force commanders a permanent **core expertise** in the critical functional areas of planning, knowledge management, and operations. It capitalizes on the existing expertise of the RCC's staff, as well as other organizations involved in deliberate or crisis action planning.

This same capability is available on short notice to a designated joint task force commander to enhance the transition from a peacetime service-centric staff to a joint organization for crisis-action planning and for the execution of missions assigned by the RCC. The tools, techniques, and technologies, as well as the warfighting capability of the SJFHQ, will increase significantly the capability of the combatant commander and of the joint task force commander to deter crises or to decisively defeat an adversary.

Concept Description

Historically, the transition from the pre-crisis planning of the combatant commander's staff to operational execution has required rapidly established joint task forces, with staffs that often were ill-prepared to plan and execute the operation. These ad hoc organizations did not fully understand the strategic, political, and tactical situations, and thus inhibited the joint task force commander's ability to provide adequate deterrence, pre-emption, or crisis-response options. Usually, the RCC's available resources did not permit a dedicated staff to focus on providing senior leadership with the tools and timely information necessary for an effective effects-based campaign.

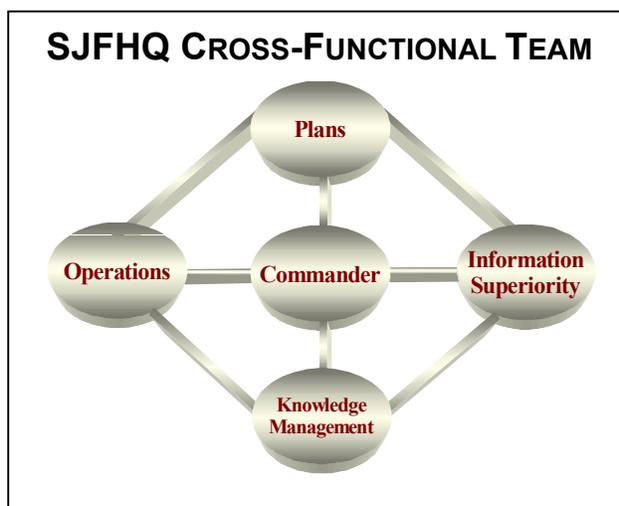
The SJFHQ offers the full-time manning, equipment, training, and procedural enhancements needed to become the core around which a RCC's or a joint force commander's staff operates. It supports a wide range of military operations, from daily routine through pre-crisis and crisis response to joint task force combat operations. This new construct enables commanders to anticipate and respond to national or regional security threats with a credible force that is directed by a highly flexible and robust command-and-control capability.

Unlike today's functional joint staff structure, where personnel, intelligence, plans, logistics, and operations functions are represented separately on the planning staff, the SJFHQ is organized around the combined functions of command, plans, operations, knowledge management, and information superiority. This structure, commanded by a flag/general officer, provides an effective **cross-functional** context for the boards, centers, and cells that a joint headquarters operates.

The SJFHQ is an **adaptive command-and-control entity**. Its cross-functional structure, coupled with experienced personnel, enables it to be configured for the specific requirements of a particular mission and for the unique conditions of the theater of operations. It may be rapidly configured into a core command-and-control element for a joint task force wherever it is needed, while remaining sufficiently flexible to provide each RCC with the ability to tailor the organization and skill sets for theater-specific missions.

Implications for Joint Warfighting

To prepare leaders for joint duty, an SJFHQ needs a solid comprehension of the enabling concepts known as *collaborative information environment (CIE)*, *effects-based operations*, *operational net assessment*, and *joint interagency coordination group*. To view the adversary as an adaptive system of systems that requires the synchronized application of all elements of national power, SJFHQ members must be trained to understand the principles outlined in these concepts. The military must plan and execute operations within a framework designed to achieve desired effects through the application of all elements of national power. As we must change our view of the adversary, as well as our planning and operations, we also must change the way we develop and educate leaders in service and joint environments. Revisions to both educational curricula may build the foundation for the cultural change of current and future leaders.



Four supporting teams work in a collaborative information environment while maintaining direct ties to external centers of excellence.

Concept Application

The SJFHQ provides each RCC with a trained, equipped, joint command-and-control element, specifically organized to enhance the combatant commander's ability to deter a conflict or to resolve a crisis quickly. Should deterrence fail, the SJFHQ provides an effective means to rapidly establish a joint task force headquarters to plan and conduct effects-based operations.

The SJFHQ offers:

- ❑ Trained, full-time personnel
- ❑ Modern, scalable, and interoperable collaborative information environment
- ❑ Operational net assessment
- ❑ Joint interagency coordination group
- ❑ Effects-based operations orientation.

During its daily operations, the SJFHQ:

- ❑ Conducts effects-based planning
- ❑ Maintains day-to-day situational understanding
- ❑ Fully uses a collaborative information environment to enhance command-and-control capabilities
- ❑ Builds and maintains operational net assessment products
- ❑ Conducts and participates in training and exercises.

The SJFHQ conducts a holistic analysis of the adversary, intended to identify key points where early, integrated application of instruments of national and multinational power may influence and shape the environment to deter or contain a crisis. This same holistic approach is also vital to successful effects-based combat operations.

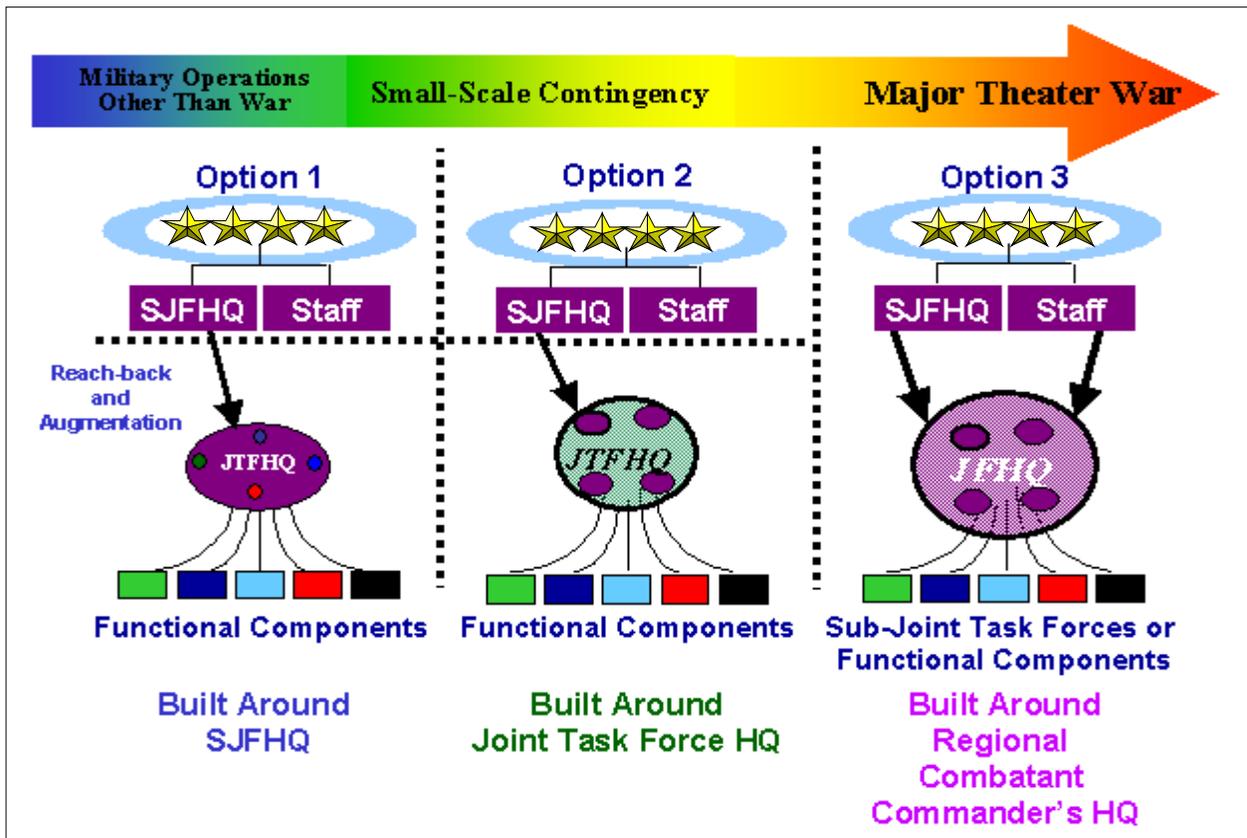
The SJFHQ operates within a comprehensive collaborative information environment that may be linked to widely distributed military staffs, as well as to a wide variety of government and civilian agencies. The CIE reduces both the number of personnel needed in a combat-proximate headquarters and the time needed to perform their planning and command functions.

The RCC selects one of three primary SJFHQ employment options, based upon the scope of the contingency, the size of the contingency response force, and the estimated duration of operations:

Option 1. The RCC may use the SJFHQ director or another flag officer as the joint task force commander and may augment the SJFHQ with combatant command staff. While the SJFHQ may serve as the core of a joint task force staff, it is not manned to be a fully functional operational headquarters without broad expansion and appropriate liaisons.

Option 2. The SJFHQ provides supplemental personnel to a service component staff so that it may conduct and support joint operations more effectively. To facilitate the rapid transition of a service component headquarters to that of a crisis joint task force, the SJFHQ provides the continuity and situational understanding required for planning and operations.

Option 3. The SJFHQ is retained at the RCC headquarters. The combatant commander forms the senior warfighting headquarters, executing operations through subordinate joint task forces or through service and functional components.



The standing joint force headquarters may be employed using three options, determined by the scope, scale, and estimated duration of the operation. The SJFHQ may serve as the core of a joint task force staff, may supplement a joint task force staff with additional expertise, or may remain at the regional combatant commander's headquarters for planning and execution.

In all three options, SJFHQ personnel within their new organizations remain linked to those agencies and organizations essential to joint task force planning and operations and help to expand the knowledge environment as they interact with new colleagues. Organizational design emanates from the managed flow of information and knowledge to enhance decision-making and military force integration within a broader operational context that includes all elements of national power—diplomatic, information, military, and economic.

The SJFHQ's daily operation is based on a cross-functional team structure consisting of command, operations, plans, information superiority, and knowledge management. This structure seeks to mitigate the drawbacks of traditional functional staffs that often narrow their information focus to constricted specialties, thus preventing the effective flow and integration of information throughout an organization.

Traditional staff function leaders coordinate their personnel to support these various SJFHQ cross-functional teams. These functional experts develop habitual relationships with other RCC headquarters and with subordinate and supporting commanders. Through the SJFHQ structure, they also establish formal and informal links with critical specialist agencies, with regional allies and coalition partners, and with the interagency community.

Combatant commanders need a command-and-control capability that improves speed of command, that enables the execution of decisive operations, and that mitigates the negative, ad hoc nature of traditional joint task force operations. The SJFHQ is the answer; it provides the commander with a more flexible and robust command-and-control capability.