

Volume

1

CJTF-101 Red Team Continuity Book



RC-EAST

CJTF-101 Red Team Continuity Book

CJTF-101 Red Team
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Table of Contents

Statement of Purpose.....	1
Alert Roster.....	2
Key Non-Emergency Contacts.....	2
Organizational Phone Roster.....	2
Battle Rhythm.....	3
Red Team Leader.....	4
Deputy Red Team Leader.....	7
Red Team Member.....	9
Red Team NCOIC.....	15
Red Team Products.....	21
References.....	23
Area Map.....	24
Equipment Listing.....	25
Red Team Product Example.....	26

Statement of Purpose

The purpose of this document is to facilitate the transition from the CJTF-101 Red Team to the CJTF-82 Red Team. Red Teams succeed by tailoring task organization and product designs to best support the needs of their command. This document will establish the Team's current SOP, provide a document for continuity during RIP/TOA, and provide a baseline for sustained change and improvement during CJTF-82's tenure in RC-East.

The RC-East Red Team enables our command and staff to avoid group think, mirror imaging, cultural missteps, and tunnel vision in their plans and operations. We do this by:

- *Horizontal integration in operations and planning processes*
- *Conducting Critical Review and Analysis at the request of the Command Group or various staff sections*
- *Providing alternative intelligence products that by being more speculative in nature compliment rather than compete with the CJ2*

Methodology. The Red Team's methodology for enhancing the Command Group's decision making processes and the Staff's efficiency is simple: ensure that every Red Team product leverages the Team's inherent strengths to provide value to the CJTF Command and Staff. The Team will address any issue that the Command or Staff brings it, be it focused on operations, intelligence, logistics, or personnel as long as the Team has the capability of developing a viable alternative analysis accompanied by valid and executable recommendations.

Alert Roster

This is a phone list of emergency contacts that are required for your position.

#	Title	Name	Room Number
1	Red Team Leader	COL Hamilton	JOC 6720
2	Deputy Team Leader	LTC Johnston	JOC 6701
3	Team Member	LTC Hickenbottom	JOC 718
4	Team Member	LTC Williams	JOC 726
5	Team Member	CPT Simonds	JOC 717
6	Team Member	CW4 Valdez	JOC 226
7	NCOIC	SFC Gee	JOC 717

Key Non-Emergency Contacts

This is your safety net for when things aren't working like they should or you require more information to complete your tasks.

#	Title	Name	Primary Phone
1	Red Team Director	COL (Ret.) Fontenot	DSN 312-552-4336
2			

Organizational Phone Roster

This section contains general phone number that you may need to execute your tasks.

#	Title	Name	Primary Phone
1	Secretary of the Joint Staff	LTC Gary Soldato	431-4100
2	Front Gate Guard Shack		

Red Team Weekly Battle Rhythm (FOUO)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1300	0800	0800	0800	0800	1300	0800
Start of Duty Day	Start of Duty Day	Start of Duty Day	Start of Duty Day	Start of Duty Day	Start of Duty Day	Start of Duty Day
1400	1000	0830	1100	0900	1400	0900
CJ5 Senior Plans Meeting	CJ33 CHOP SYNC	KLE PRE-SOCB	FUOPS Update	Red Team OE Update	FUOPS OPT	Red Team OE Update
1500	1200	0900	1330-1500	1300	1530-1700	1500
CJ35 FUOPS OPT	CJ9 DEV & GOV Working Group	Red Team OE Update	Red Team Collaboration	KLE Pre-SOCB	Red Team Collaboration	SOCB
	1330-1500	0930	1500	1200	1700	
	Red Team Collaboration	IO STRATCOM Working Group	FUOPS OPT	IO WG	CERP Review Board	
	1530			1430		
	JFECC SAWG			Community Engagement WG		
	1630		1630			1630
	CUB (CPOF)		CUB (CPOF)			CUB (CPOF)

Red Team Leader

The Red Team Leader has to be manager, leader, salesman, and referee for a small and highly skilled and intelligent organization that inherently questions everything you, each other, and the command does. Keeping friction to a minimum while not stifling critical thought is the greatest challenge for the Red Team Leader.

The Red Team Leader assigned to a Division staff is responsible for coordinating Red Team efforts to provide doctrinal and culturally relevant analysis informed by the operational environment in support of plans and operations and provide alternative perspectives supporting the decision making process. Works for the CofS and Commanding General in refining Red Team projects based on the capabilities of the team. Conducts research and manages projects in support of Division objectives and provides regular updates to the CofS and Commanding General. Conducts all other duties as assigned by the CofS and the Commanding General.

Tips for Red Team Leader Success

1. Maintain situational awareness through briefings, reading, and meeting with staff primaries and deputies. Maintain a feel for the organization and the operational environment to recognize subtle changes that the team members may miss. Stay above the fray.
2. Quickly learn the strengths and weaknesses of each team member to allow proper assignment of projects and to appropriately manage expectations.
3. Learn to referee the team during collaboration without stifling input to maintain team focus. Too much structure stifles free and critical thought, too little allows the team to go down paths that may be unproductive. This is an extremely fine line and a real art for the Red Team Leader.

4. Build relationships with the staff primaries but maintain a discrete distance. The risk of losing objectivity is always present in an inherently social organization.
5. Don't oversell your team's capability. If anything under-sell it and then outperform expectations.
6. Review and approve every product for format and correctness before it's released to the Command Group or Staff and ask the questions "Does this answer the problem statement? Are the recommendations executable? Does the product add value?" If the answer is "no" to any of the above, a change in direction or additional guidance may be required. Don't be afraid to ask for additional guidance or more time to completely research a topic.
7. Take on a project yourself early in the deployment. Make sure it's one that you are the logical choice to conduct because of expertise or experience. This allows you to set the standard and show the team that you are also a Red Teamer and not just the leader.

CJ5 Senior Plans Meeting

This is the weekly plans meeting for the Commanding General. Primary staff and subordinate commanders attend or are on VTC. The CJ5 runs the meeting and will brief one or two topics either for decision or information requiring guidance to continue the MDMP process. The topics are driven by the planning priorities that are briefed separately to the CG. While a Red Team member usually attends each of the Joint Planning Group (JPG) meetings held three times a week, the value of this meeting for the Red Team Leader is to get the first hand guidance from the CG as well as maintaining situational awareness of ongoing plans.

Weekly CofS Update Brief

The CofS update is held on Thursdays and the format changes every other week. One week the staff simply briefs the status of tasks assigned on the staff tracker that resides on the portal. The next week the staff members have to submit a briefing slide that goes to the CG which provides long term highlights (over three weeks) and near term highlights (next three weeks) the staff section is working on. In addition there is a section on the briefing slide for initiatives or ideas the staff has that relate to the four lines of operation. This can be an extremely useful tool to plant the seed for a Red Team project directly with the CofS and the CG.

Monthly Red Team CofS Update

This meeting in the CofS office is a pre-brief for the Red Team update to the CG held on the first Friday of each month. This meeting is on Tuesday and is a chance to go over the status of projects, ideas for new projects, and get the CofS guidance on any future projects. The read ahead is sent in on Saturday.

Monthly Red Team Update to the CG

This meeting is held in the CG's office on the first Friday of each month. This is an opportunity to provide a final briefing on a Red Team project, update the CG on ongoing projects, and get guidance for ongoing or future projects. If a project being presented is in support of or directly impacts a specific staff section, it may be productive to have that staff primary or deputy in the meeting. The CofS does not attend which helps tremendously in cementing the relationship between the CG and the Red Team. A read ahead is due to the CG's secretary on Wednesday before the update.

Joint Effects Coordination Board (JECB)

This meeting is held bi-monthly by the JFECC and is attended by the CG and staff primaries. The intent of the board is to update the effects hierarchy and priorities and coordinate effects within a specific line of operation. The staff has struggled with this and the meetings are less and less frequent. The CoJS directed the Red Team to conduct a critical analysis of the JFECC organization and processes to provide to CJTF-82. The study was provided to CJTF-82 and can be found on the SIPR Red Team shared drive under completed projects.

Campaign Objectives Assessment Brief (COAB)

This meeting is held every sixth Thursday at the Jirga Center. It is attended by the entire command group, staff primaries, subordinate commanders, and reps from ISAF, CSTC-A, and RC-S. The meeting is run by the CJ3 (Assessments) section with the intent of providing the command an assessment or status of the campaign objectives and makes recommendations for future planning priorities based on those assessments. This meeting lasts all day and can be very valuable in developing CJOA wide SA when conducted properly. That being said it is an extremely difficult meeting to get right and keep on track. The last two CGs have treated it as more of a commander's call to brief/discuss successes and issues instead of getting to its true purpose. Regardless, there is value in this meeting.

Deputy Red Team Leader

The Deputy Red Team Leader is the principal assistant to the Red Team Leader and coordinates the activities of the team and represents the Red Team in the Team Leader's absence.

Chapter 4 covers the weekly duties of the Deputy Red Team Leader. On a weekly basis, the Deputy Red Team Leader covers those meetings that are at the working group level in both Plans and Joint Effects. Additionally, the Deputy Red Team Leader recommends to the Team Leader the requirement for collaboration and provides direction on the administration of the team.

Tracking Team Administration

The Deputy Red Team Leader is responsible for tracking the administration of the team in coordination with the Team NCOIC. As such, the Deputy maintains the current OER/NCOER rating scheme and tracks the progression of evaluations through the staff. Additionally, he tracks the leave dates of each team member and de-conflicts any issues as to leave times and return dates in order to ensure that the team maintains the required strength to conduct operations. The Deputy Team Leader tracks all issues relating to “boots-on-ground” (BOG) time and ensures that team members are covered with the requisite orders. In coordination with the Team NCOIC and the Team Operations Officer, the Deputy tracks all requirements for PT Tests and other necessary administrative requirements. In coordination with the Team Leader, the Deputy tracks the status of awards and ensures that awards are submitted within the prescribed timelines and meets the required level of documentation.

Task 1: Research

The Deputy Red Team Leader, when assigned as project lead by the Red Team Leader, organizes, coordinates and prepares research material for the team to collect information. This is a collaborative effort that the Deputy also assists the Team Leader in ensuring that formats and timelines are achieved. As a project lead, the Deputy Team Leader is required

to prepare the final products for review by the team and the Team Leader and prepares the briefing materials and read ahead books for the COS and the Commanding General.

Task 2: Acting Team Leader

When the Team Leader is absent from Bagram, the Deputy Team Leader assumes the role. The Deputy covers all the required meetings that the team leader covers and represents the Red Team at the COS meetings in order to provide updates to the staff on current and anticipated Red Team research projects. As the acting team leader, the Deputy speaks for the Red Team and coordinates all activities and requests for support from the command group and the staff.

Red Team Member

Being a Red Team member is one of the most difficult challenges you'll face in the military. It is a mentally demanding endeavor and will require extensive academic research and critical thought. Everything you do will be scrutinized and challenged during collaboration sessions and therefore you must have a thick skin and a willingness to have your work critiqued. Learn from this and your work will be better for it and the resulting projects will be of value to the command.

The Red Team maintains situational awareness and influence with the CJTF Staff through horizontal integration. Based on the strengths and capabilities of the Red Team Members and guidance from the CJTF Commander, the Red Team Leader will assign Team Members to represent the Red Team within the various staff sections. The Red Team Member is responsible for attending and actively participating in all assigned working groups and planning teams. In addition, when requested or when the opportunity presents itself, the Red Team Member will prepare products that support their respective staff sections.

Product Development

In addition to active participation in CJTF staff process and product development in support of the staff, Red Team Members will be assigned as Project Leads by the Red Team Leader in support of the needs of the Command Group. Team Members serving as Project Leads are responsible for scoping a problem, developing a data collection strategy, selecting an alternative analysis approach, final product development, and requested Command Group or Staff briefings referencing the project.

Assigned Staff Sections and Working Groups

The following is a list of Staff Sections, Working Groups, and internal coordination that the Red Team Leader determined as vital for inclusion in the horizontal integration process.

Red Team Members were assigned to the different sections based on prior experience and functional expertise.

Red Team OE Update

The purpose of the **Red Team Operational Environment Update** is to ensure the Team's situational awareness. The briefing includes any information requirements specified by the Red Team Leader, selected developments that impact the Twelve Critical Variables in relation to RC-East, and an "around the horn" slide that ensures all Team Members have a chance for administrative or collaborative input. The Red Team OE Update is briefed by the Red Team Operations Officer three days a week. Information sources for the brief include; the Commander's Update & Assessment, Combined Daily SIGACTS, the CIDNE database, the Early Bird, ALJAZEERA.NET, the Media EXSUM, and Intellipedia.

Red Team Collaboration/Product Review

Red Team Collaboration and Product Review sessions occur three times per week or as needed. The purpose of the collaboration session is to harness the creative abilities of the Team in order to help designated project leads improve their projects. Project leads or team members coordinate with the Deputy Team Leader to arrange a time when their product will go before the group. The project lead is responsible for disseminating information to the Team early and often so that the collaborations sessions are productive and collaborative in nature rather than one team member simply briefing the rest of the team on their progress.

CJ2 OPS SYNCH

Operations Synchronization Brief. The OPS Synch brief is conducted every night at 1830. The briefing is used to synchronize various JTF assets for operations. The meeting is held in a High Side security environment. The Red Team attends the briefing 2 times a week. It is held in the CCR on the second floor of the JOC. Although the briefing is great for Situational Awareness, the classification level limits the amount of information supplied to the general attendees.

CJ33 CUB (CPOF)

Commander's Update Brief. The Commander's Update Brief is conducted every other day in the afternoon via Command Post of the Future (CPOF). During the CUB, the Battle Space owners on O6-Level Commanders update the Commanding General on the Significant Activities (SIGACTS) that occurred in their AO or are affecting their units or warfighting functions. The Red Team monitors the CUB in order to maintain a high level of Situational Awareness and to better understand the interests and leadership nuances that are expressed by the CJTF's leadership.

CJ33 CHOP SYNCH

Chief of Operations Synchronization Meeting. The Chief of Operations is concerned with immediate or near-term issues that affect ongoing operations. The Chief of Operations Synchronization Meeting will address the weather, ISR, ongoing operations and operations 72 hours out, logistics operations, aviation asset availability, and near-term unit rotation flow and issues. The CHOP SYNCH is NOT the arena for Red Teaming. The Red Team Member's purpose at the meeting is to bring back situational awareness to the Red Team.

CJ35 FUOPS OPT

Future Operations Operational Planning Team. The timeframe of focus for future operations planning varies according to level of command, type of operation, and the CJTF Commander's desires. Depending on the type of operation, the topic of discussion can range from a week to several months prior to execution. Future Operations bridges the gap between Future Plans (FUPLANS) which typically focuses on planning the next phase of operations or branches and sequels to the current operation and Current Operations (CJ33) which addresses immediate or very near term planning issues associated with ongoing operations. Practically speaking, the FUOPS environment is the last stage of planning in which Red Team perspectives or products can be effectively injected into the planning process. Red Team products that best support FUOPS planners include alternative perspectives on facts, assumptions, constraints, restraints, and short analysis on how Red sees Blue. These products are best done in PowerPoint and sent to the designated FUOPS Planner prior to FUOPS OPT. Red Teamer's will usually have 24-48 hours to produce 1-3 slides in support of the FUOPS OPT when a formal product is appropriate.

CJ35 FUOPS UPDATE

The purpose of the **Future Operations Update** is to provide an information brief or decision brief to the Commanding General about operations that are being planned or considered for the next thirty days (approximately). While the CJ35 hosts the FUOPS Update in the Command Conference Room (CCR), other staff sections may conduct the actual topic briefing depending on what is being discussed. For example, the CJ4 or CJ7 may brief FOB/COP expansion or reduction plans under the FUOPS Update umbrella. Normally, the entire Command Group and all Staff Primaries attend the briefing and as a result the Red Teamer can gain valuable insight into the concerns, priorities, and needs of the Command and Staff. Usually, the Red Team Leader attends the FUOPS Update in the CCR while the Red Team Operations Officer monitors the update from the overflow room (CJ35 Conference Room).

CJ5 FUPLANS OPT

The **Future Plans Operational Planning Team** meetings occur on Tuesday, Thursdays and Saturdays. Special OPTs are called as needed and the Red Team is often invited to these meetings. The FUPLANS OPTs planning horizon is for operations and events that

occur outside the 30 day planning window for FUOPS. The OPT focuses on developing executable operational plans that impact the entire RC and usually follow the standard MDMP process of Mission Analysis, COA development, COA comparison and decision. Weekly meetings focus on the Sunday Senior Plans Meeting (SPM) in which planning updates are briefed to the command group and primary staff. The Red Team participates by challenging planning assumptions, analyzing second and third order effects of proposed operations and risk analysis and mitigation. Depending on the operation, the Red Team may provide products that are incorporated into the briefings to the command group.

KLE PRE-SOCB

Key Leader Engagement Pre-Strategic Outreach Coordination Board (KLE PRE-SOCB) convenes twice a week to coordinate upcoming Key Leaders Engagements/ VIP visits in the AOR. The first meeting is a combined teleconference with USAFOR-A (U.S. Army Forces Afghanistan) and CJTF. During this meeting the board reviews three weeks of engagements and de-conflicts issues. Assigned staff action officers are available to provide/review the status of their upcoming KLE. Second meeting is chaired by the COS. Assigned staff action officers review and provide the current status of their KLE. Guidance is provided and officers are responsible to coordinate with the Joint Visitor's Bureau (JVB) in order to update any proposed changes to the itineraries prior to the Strategic Outreach Coordination Board (SOCB).

SCJS SOCB

The **Secretary of the Combined Joint Staff Strategic Outreach Coordination Board (SOCB)** convenes to provide the CG and primary staff an overview of upcoming Key Leader Engagements; which range from Members of Congress, Foreign Advisors, Generals, Afghanistan Governor's & District Council Members, media, USO events, DoD Officials and various government officials. Red Team Leader attends this meeting or designated representative.

IO STRATCOM Working Group

The **Information Operations Strategic Communications Working Group** convenes to provide recommendations to the CG on primary themes and messages for coordinating the elements of the information line of effort. This working group is chaired by the IO Chief, with the PAO, POTF, CJ2, CJ3, CJ35, CJ5, JFECC, JEC, Assessments, KLE, SJA and Red Team as required attendees. CJ9 is also a frequent attendee. Typical outcomes from this meeting are STRATCOM primary focus area changes to be recommended to the CG, and a review of STRATCOM data call for inclusion in the CG update.

IO IOWG

The **Information Operations Working Group** is the mechanism to coordinate IO efforts among the CJTF, POTF-A, CJSOTF-A, KLE and the subordinate BCTs. IO efforts are synchronized, situation awareness of the battlespace is provided by the owners and resource requirements are analyzed and recommendations for allocation are developed. Additionally, CG guidance on communication themes and messages are disseminated and synchronized, as well as how CJTF efforts can help support subordinate commands.

Community Engagement Working Group

The **Community Engagement Working Group** was created to develop a coherent effort to support ongoing planning and operations with the limited human factors collection capability available to the CJTF staff. The IO Chief chairs this meeting along with the Human Terrain Analysis Team Chief. Required attendees include CJ2, CJ3, CJ35, CJ5, CJ9, JEC, Assessments, KLE, SJA and Red Team. The group is often augmented by representatives from CJSOTF-A or the BCTs depending on the area being supported.

CJ9 DEV & GOV Working Group

The **Governance and Development Working Group** is conducted by the CJ9 to coordinate efforts between the CJ9 and the subordinate BCT S9s. A review of most aspects of governance and development, with CERP being the major exception, is conducted across the CJOA, and efforts are synchronized. The CJ9 provides resources and assistance to the S9s to overcome issues and develop tactics to guide governance and development efforts in the RC (E) provinces with minimal interference and maximum effectiveness.

JFECC SAWG

The **Joint Fires and Effects Coordination Cell Senior Assessments Working Group** is part of the effects cycle that leads into the Commander's Operational Assessment Board that is held approximately every eight weeks. The Senior Assessments Working Group gets staff interaction and input into the running assessment of the effects of the operations and determines whether the CJTF is currently moving toward the prescribed operational endstate. The SAWG meets every other week and incorporates the feedback on operations from the BCTs and the surveys commissioned by the Assessments Section of the JFECC. The Red Team participates by reviewing questions that are to be included in the surveys to ensure that they provide the proper cultural and operational context. The Team also looks at how to improve the assessments process and assists in looking for biases and assumptions that may impact the assessments model.

JFECC JEWG

The **Joint Fires and Effects Coordination Cell Joint Effects Working Group** meets every other week in order to review effects and make recommendations for focusing effects along the Lines of Operations and to develop products that will be briefed to the command group and primary staff at the Joint Effects Coordination Board. The JEWG is where the effects hierarchy is reviewed and recommended changes or modification made. The companion meeting is the Joint Effects Synchronization Meeting (JESM) that is held on prior to the JECB to complete product development. The Red Team assists by recommending changes to the effects hierarchy, measures of performance or measures of effectiveness. The Red Team also challenges planning assumptions and cultural biases that may impact the effects that are desired by the command.

Red Team NCOIC

While not a doctrinal position, the position of NCOIC is vital for Red Team mission accomplishment.

The Red Team NCOIC advises the Red Team Leader on training, logistics, personnel, and unit mobilization readiness requirements; coordinates and interfaces with the Divisions Special Troops Battalion and with other supporting agencies in order to ensure the Team receives the support necessary to conduct operations; maintains the Red Team web sites on both SIPR and NIPR; assists the Red Team Leader in managing products and conducting data collection; conducts research and develops products in support of alternative perspectives as required; and is responsible for mission essential equipment, the Red Team property book, and NTV maintenance.

Coordination with the Company

The Red Team NCOIC will regularly coordinate with B CO DSTB for day to day operations, and a good working relationship with the company is crucial for the overall team/mission success. The NCOIC will interface with the Company Commander, First Sergeant, Executive Officer, PAC NCO, Training and Operations NCO's, Arms Room, and Supply. Having a good personal relationship with the NCO and enlisted counterparts can ensure that team needs are met in a "timely" manner.

Daily PERSTAT

The daily PERSTAT (Personnel Status) is used to track the location and status of Soldiers from each section. The daily PERSTAT must be submitted to Company every day by 0800 with the exception of Fridays and Sundays. Friday and Sunday are considered "low battle rhythm" days and the PERSTAT must be submitted no later than 1700 the day prior.

The Red Teams PERSTAT is submitted using a predesigned Excel document from the company PAC NCO. It is located in Red Team NCOIC shared folder "Daily PERSTAT" on the **SIPR** drive and is titled "Red Team JPERSTATS". To fill out the form simply use the

drop down boxes to designate the status of section personnel. When an individual's status changes from one report to the next you will need to highlight this change in yellow. When submitting the report, remember that it is CONFIDENTIAL information and must be marked as such. PERSTAT is submitted to B CO DSTB PAC via SIPRNet ONLY.

R&R Leave

Each Red Team member should be afforded the opportunity for either R&R leave or Pass. The CJTF-101 Red Team falls under the TF Gladiator Leave and Pass Policy. This policy can be viewed in the Red Team Shared folder under [NCOIC/Leave](#). TF Gladiator [policy](#) states that you are authorized one 4 days pass if you are on orders for more than 90 days but less than 365; 15 day R&R leave for 12 month orders; or 18 day R&R leave for 15 month orders. You may not take leave AND pass regardless of your tour length unless there is an exception granted from the TF Gladiator Commander. However, if you are on 12-15 month orders you are not required to take leave, and can instead opt for pass.

Leaves and Passes are submitted to B CO DSTB PAC office for approval. The packets must be turned in at least 15 days prior to the actual leave/pass start date. The packet consists of the DA31, [DCS briefing](#) (leave only), [DD93](#), copy of SGLI, recent [LES](#), [DD1750](#), and [High Dollar item inventory sheet](#). Use the R&R [Leave/Pass checklist](#) to make sure you have all document required for your leave packet. Leave packets submitted without required documentation will be denied. The B CO Commander and TF Gladiator Commander will sign the supervisor and approving authority signature blocks on the DA 31.

The DCS briefing is held at Enduring Faith Chapel. To verify specific dates for briefings contact B CO PAC Office. You may attend your DCS briefing within 30 days of your leave date month. Personnel going on pass do not need to attend a DCS briefing.

Maintenance

Afghanistan's extreme weather conditions will quickly degrade unit mission essential individual and office equipment. KBR has a regular maintenance schedule for servicing the AC/Heater units. The NCOIC must ensure the Team is maintaining all mission essential individual and office equipment. If a piece of equipment should fail and is beyond the capabilities of the soldier to remediate, a work order or trouble ticket must be submitted. (For Trouble Ticket information review IMO duties)

Work Orders

Work orders are used for repairs, equipment installs, and construction. Examples of valid work orders are AC/Heater unit malfunctions, cipher lock on the door fails, roof repairs, installation of new lights, and metal signage for the doors. Depending on the requested

work, some work orders may take several months to be addressed. Simple work orders that require immediate attention by KBR are usually addressed within 12-24 hours. The Red Team may also request supplies for their own “self-help” type projects. Examples of this would be adding a storage shed or walkway to your building. For help requesting items such as class IV contact the facilities manager at B CO DSTB.

Accountability of Issued Equipment, Automation, and Sensitive Items

The Red Team is issued equipment from home station units, CRC, B CO DSTB, and Bagram CIF. With equipment being issued from such a broad spectrum of sources it can be difficult to maintain accountability. The NCOIC should conduct regular inspections of all **sensitive** items for accountability. Currently there is no requirement for a sensitive items report to Company. Regular checks should be made before, during, and immediately following any missions. Most team members keep IBA/ACH in the Red Team office. This makes it easy for the NCO to make quick cursory equipment checks.

The Red Team NCOIC is responsible for all equipment hand receipted item from the CJTF-101. A [master hand receipt](#) list is located in the NCOIC folder on the Red Team [NIPR share drive](#). The master list shows the item description, serial number, and the location (or individual) of the item. A digital scan of all hand receipts is also kept in the NCOIC folder on the Red Team [NIPR shared drive](#).

Supply

The B CO DSTB Supply Room issues routine office supplies. It does issue OCIE, weapons accessories, or ammunition. In order to draw any item(s) from supply you will need to have a team member with a [DA 1687](#) signature card turned in to supply.

All CJTF personnel have access to the Army Direct Ordering (ADO) system. If unit members need to replace clothing such as t-shirts, socks, ACU's, IR flags, they can access the ADO system at <https://army.kyloc.com/>. Use their AKO credentials to log in. To use the ADO ordering process, simply log in, click continue at the bottom of the screen, enter 101 in the unit search box and submit, then select CJTF 101 JOC Supply. The rest of the process is self explanatory. The Supply NCO will receive the clothing request via ADO may either approve or deny your order. Individuals are generally limited to an expenditure of \$58.00 per month; however, if the soldier needs items that exceed that amount they will generally be approved as long as the order is necessary.

NOTE: For IT related consumables such as printer toner you will must contact the CJ6 "Cage".

Purchase Requests

For items that cannot be obtained through the supply system, but are available on the local economy, the Red Team may submit a PR&C (local purchase request) through B CO. The purchase request process can take several months. A blank purchase request form DA3953 and an [example](#) are located in the NCOIC folder on the Red Team [NIPR Share drive](#).

Additional Duties

Each section for the CJTF must have an assigned **Mail Handler**. Once identified the individual must have a memorandum assigning the additional duty signed by the Red Team OIC. With the memorandum, the Team's Mail Handler can report to the BAF Post Office for required training. The team mail handler will retain the final mail handler card for their own identification purposes. The CJTF-101 Post Office receives mail daily and opens at 1200 to 1600 for pickup. You can send Free Mail letters through the CJTF-101 post office. All other mail must be sent from the Main Post Office.

An **Information Management Officer (IMO)** will be appointed on additional duty orders by the Red Team Leader. Next the soldier must log on to www.ia.gordon.army.mil (use AKO login) and take the IASO course online. Once the soldier has completed the IASO test, print the certificate and take this to the CJ6 IA office and turn in with a copy of you additional duty orders. The IA may require further online courses prior to giving the requestor IMO access. The purpose of the IMO is to provide the CJ6 Helpdesk a link to the Red Team capable of performing basic IT tasks and distributing information to team members. The IMO will be given basic system administrative privileges once approved by the CJ6 IA. Typical IMO responsibilities include:

- Track team computer and peripheral hand receipted items.
- Preventative maintenance tasks which include virus & O/S updates, and data backup best practices.
- Identify and troubleshoot computer performance issues, placing helpdesk requests for issues that you cannot resolve.
- Maintain and update the Red Team SIPRNet site on the CJTF portal.
- Enforcing FM 25-1 standards within the Red Team office.
- Adding printers and e-mail accounts for team members.
- Interfacing with the CJ6 Helpdesk for all team needs and IT work requests.

B CO will require all E-7's and below from all JOC sections to be available for **JOC Staff Duty**. E-6 and below will be assigned guard duties while E-7 will perform JOC Sergeant of

the Guard (SOG) duties. Any team members selected for this duty will be notified by the B CO 1SG and be briefed on duty specifics and scheduling.

Weapons Range

B CO DSTB conducts M4/M9 ranges routinely. The Red Team can coordinate with the B CO XO to conduct weapons familiarization fire when needed. Ammunition is issued from the Company Operations room. The Red Team can also request ammunition and reserve range time independently from the company. This process is outlined on the CJ4 SIPRNet portal site.

Air Movement Request

The Red Team will need to submit an Air Movement Request (AMR) in order to secure rotary or fixed wing air assets to travel throughout the AOR. AMRs are classified SECRET and must be submitted via the SIPRNet. For detailed AMR procedures refer to the CJ3 Aviation on the CJTF-101 Portal site. In order to prevent issues make sure you are using the most current form.

NOTE: When preparing team members for travel it is best to contact the Base Operations for the destination and arrange lodging in advance. Even if you are planning a “day” trip, it is very common to get stuck at another installation due to a variety of circumstances. It is recommended to take overnight gear regardless of where you are traveling.

Preparation for Redeployment

The Red Team is treated as Individual Augmentees (IAs), and as a result must prepare for re-deployment independently. Each team member is required to get a memorandum releasing them from theater. This release letter is required to begin the B Co DSTB clearing process. An example memorandum can be found on the SIPR portal under the CJ1 Manpower. This memorandum must be done for each individual on the team and submitted to the CJ1 for signing. Submit the memorandum for signature no less than 30 days prior to the projected re-deployment date. Once the memorandums have been signed they should be digitally scanned and e-mailed to the B Company DSTB PAC NCO. Every team member should keep a hard copy of the theater release letter for the return trip to CRC. Next, attend a DCS briefing at the Enduring Faith Chapel, then take the signed theater release memorandum along with the DCS checklist to the main BAF PAX terminal to manifest for a flight to Kuwait. B CO DSTB has a [clearing SOP](#) in place that can be viewed in the Red Team NCOIC folder on the [NIPR](#) Share. The B Company SOP states that:

1. Each individual has received status of all awards 72 hours prior to leaving BAF.
2. All section hand receipts must be cleared 24 hours prior to leaving.
3. Personnel must turn in keys to billets prior to departure.

4. Laundry number must be turned in to laundry room and closed out 72 hours prior to leaving
5. All NIPR/SIPR accounts must be canceled 72 hours prior to departure.
6. All personnel must turn in badges to the JOC SSO before leaving.

The CRC clearing process is described in detail at <https://www.benning.army.mil/crc/> . The Red Team NCOIC should check the redeployment section of the CRC web site at least 14 days prior to leaving BAF to ensure they have the latest information. CRC clearing documentation that is current as of 10 February 2009 can be found on the NIPR shared drive in the Red Team NCOIC [clearing folder](#).

JOC Alert Status

The JOC alert status document is classified SECRET and can be found on the Red Team SIPR shared drive in the NCOIC folder. There is also a copy posted on the wall by the entrance to the Red Team office.

Non-Tactical Vehicle (NTV) Procedures

The CJTF-101 Red Team is authorized one Non-Tactical Vehicle (NTV). NTV procedures can be viewed in the Red Team shared folder under [NCOIC/NTV Management](#). The Red Team NTV manager will need to stay current with NTV procedures through Base Operations due to frequent changes to policy and registration. When the NTV is transferred from one responsible party to another, the receiving individual must sign for the vehicle from the KBR NTV Operations. Base Operations can be contacted at DSN 431-5606. The NTV must be re-dispatched every 14 days. The KBR Dispatch office can be reached at DSN 431-5606. If the NTV is between 1 to 3 days late for re-dispatch you must present memorandum of explanation signed by an O6 when attempting to re-dispatch. The NTV must be re-fueled at the Retail Fuel Point and cleaned (at the wash rack) prior to being re-dispatched. The KBR Dispatch Office requires proof of a civilian driver's license for all operators. NTVs are serviced every 90 days. Services require the vehicle to remain with KBR Maintenance overnight.

Video Teleconference (VTC) Requests

To request one of the VTC conference rooms and set up a VTC session you must contact the CJTF Audio/Visual Section. The AV office is located inside the Joint Operations Center building. All VTC requests must be submitted via SIPR e-mail or a form is available from the AV office. VTCs are frequently canceled due to a number of circumstances so it is recommended that when scheduling a VTC you also request an alternate time date and time.

Red Team Products

Like the challenges of the Command we support, Red Team products are varied and there is no one “cookie-cutter” product that the Team defaults to.

The Structured Analytic Techniques found in the Red Team Handbook provide the foundation for CJTF-101 Red Team products. The Red Team has successfully used Diagnostic Techniques such as the Key Assumptions Check and Signposts of Change, Contrarian Techniques such as Devil’s Advocacy and High Impact/Low Probability Analysis, and Imaginative Thinking Techniques such as Brainstorming and Outside-In Thinking to develop assessments and solutions to some of RC-East’s kinetic, non-kinetic, and institutional challenges. The Red Team was challenged by the Command Group to develop products that contained viable, executable recommendations rather than well studied admirations of hard problems. As a result, the Team tries to spend as much time developing solutions to hard problems as it does defining them, and all Red Team products contain ideas or methods that are designed to be used by our supported Command or Staff.

Short Range Products

Short Range Products are created through “Steady State Red Teaming.” Steady State Red Teaming is the day to day interaction with the CJTF Staff that occurs through horizontally integrating the Red Team into the CJTF Staff processes. By engaging our staff counterparts at the lowest level, the Red Team tries to influence staff products at the developmental stage by “injecting” alternative analysis into product design before it is briefed to the staff primary or Command Group. For example, Red Team members supporting FUOPS or FUPLANS will often provide a Facts, Assumptions, Constraints, Restraints slide with a distinctive out-of-the-box, culturally attuned Red Team flavor early in the MDMP process. Normally, FUOPS or FUPLANS will adopt a few of the Red Team’s bullets into their final brief that goes before the Command Group. Another example, the STRATCOM working group will review CJTF key themes and messages during transition points in Afghanistan or the unit’s rotation. The Red Team representative to the STRATCOM working group has the opportunity to suggest new and different themes and messages. This type of Red Teaming

builds solid relationships and trust within the staff while ensuring that the Red Team maintains situational awareness.

Medium Range Products

Medium Range Products are usually based on Requests for Support (RFS) from the CJTF staff sections. Medium Range Products can also be conducted at the direction of the Command Group but are usually shorter in duration. Medium Range Products can be process-oriented, organizational in nature, or culturally focused. They are designed to provide the staff and subordinate leaders with an alternative perspective. Medium Range Products take about 7-10 days to develop, do not require an in-depth supporting document, and are 5-10 slides in length on average. For example, the Red Team provided FUPLANS with a 6 slide How Red (and Green) Sees Blue Analysis in support of FUPLANS mission analysis while in the early planning stages of the new CJTF Campaign Plan.

Long Range Products

Long Range Products are conducted at the direction of the Command Group, produce an independent critical analysis, and are operational in scope. When appropriate, the Red Team will use reach-back capabilities to facilitate product development. The purpose of the Long Range Product is to help the Command Group develop informed guidance for the CJTF staff. Long Range Products can take from a month to six months to complete. Examples of Long Range Products include critical analysis of national elections, governance and development, and corruption. The keys to success for Long Range Products are access to the Command and Staff, freedom of maneuver (approved by RTL and CoS), staff understanding of Red Team capabilities, and “fenced” time for research and professional development.

How a Product Should Look

The “final package” for Long Range Products will look similar regardless of which Diagnostic Technique is used to attack the problem. The Project Lead will develop the critical review or analysis in Word format. This allows the project lead to go through the full creative process and produce an analysis with depth. The Team in a Collaboration Session will extract ideas that are considered as “must transmits” and help the Project Lead put them into a PowerPoint brief. The Team Leader will work with the Project Lead to develop an Executive Summary that is about two pages long (Word format). The Team will also try to develop a “bumper sticker” that supports the brief and incorporate the bumper sticker and supporting recommendations into a PowerPoint or Visio document that is pleasing to the eye and easy to disseminate (one page). The final product package will include in order; 1) staff action cover sheet, 2) executive summary, 3) critical analysis in Word format, 4) product briefing in PowerPoint format, and 5) a bumper sticker slide with recommendations.

References

JP 2.0 Joint Intelligence Operations	Doctrine
JP 3.0 Joint Operations	Doctrine
JP 5.0 Joint Operational Planning	Doctrine
FM 3.0 Operations	Doctrine
FM 3.7 Stability Operations	Doctrine
FM 3.24 Counterinsurgency	Doctrine
Counterinsurgency Warfare (Galula)	COIN Theory
The Art of War (Sun-Tzu)	COIN Theory
The Art of Counter-Revolutionary Warfare (McCuen)	COIN Theory
Learning to Eat Soup with a Knife (Nagl)	COIN Theory
The Bear Went Over the Mountain (Grau & Jalali)	Operational Environment
The Other Side of the Mountain (Grau & Jalali)	Operational Environment
Taliban (Rashid)	Operational Environment
Jihad: The Rise of Militant Islam in Central Asia (Rashid)	Operational Environment
Decent into Chaos (Rashid)	Operational Environment
Afghanistan: A Short History of Its People and Politics (Ewans)	Operational Environment
Not a Good Day to Die (Naylor)	Operational Environment
The Kite Runner (Hosseini)	Culture
Thousand Splendid Suns (Hosseini)	Culture
Caravans (Michener)	Culture
The Quran (Oxford English Translation)	Culture
Rosetta Stone Dari or Pashto Language Courses (AKO)	Culture

Area Map



Equipment Listing

DELL D820 NIPR LAPTOP	5
DELL D820 SIPR LAPTOP	7
DELL CPOF SIPR LATOP	1
DELL 19" LCD MONITOR	8
DELL 17" LCD MONITOR	1
DELL D820 NIPR DESKTOP	2
DELL D820 SIPR DESKTOP	2
HP COLOR LASERJET PRINTER	1
HP B/W LASERJET PRINTER	1
DELL PROJECTOR	1
FORD EVEREST NON-TACTICAL VEHICLE	1

Product Examples

Executive Summary: Red Team JFECC Analysis

1. **(U) Purpose and Methodology:** A critical analysis and review of the CJTF-101 Joint Fire Effects Coordination Cell (JFECC) organization and processes was conducted at the direction of the CoJS to provide follow on CJTF-82 an alternative for developing their JFECC and or its functions. The Red Team analyzed the initial JFECC organization when CJTF-101 arrived in Afghanistan as well as the re-alignment that occurred after the first six months. In addition, the Red Team used its reach back capability with the University of Foreign Military and Cultural Studies at Ft. Leavenworth to conduct an independent analysis of the JFECC in the form of a Red Team exercise using students from the Red Team Leader's course class 08-004. This analysis incorporates the results from that exercise and lesson's learned from the initial and current JFECC. Observations and recommendations reflect the new guidance from the commander of Joint Forces Command dated 14 August 2008 and Army Doctrine Update #1 dated 24 February 2007 from the Combined Arms Center at Ft. Leavenworth as well as JPs and FMs some of which were updated since CJTF-101 deployed. In addition several interviews were conducted with Current CJTF staff, a BCT Commander and selected staff, XVIII ABN Corps Red Team, and the ISAF Effects and Assessments Coordinator.
2. **(U) Conclusions:**
 - a. Trying to conduct EBO by a fully manned and experienced joint staff is difficult at best and if not understood and practiced can result in confusion and over-complicated processes as pointed out in JFCOM commander's EBO guidance. CJTFs in Afghanistan are made up principally of Army divisions and BCTs with few staff officers experienced in operational level joint operations and planning. Additionally, the rotation cycles of the entire division each year means that a new staff will come in and struggle with the same problems.
 - b. In an effort to plan, synchronize and coordinate effects, the processes have become separated from the planning and operations functions in many areas resulting in cases where the staff is doing effects for effects sake.
 - c. Doctrinal planning staffs and processes are best suited to translate ISAF "Effects" into operational ends, ways, and means or tactical key tasks, purpose, and endstate.
 - d. Incorporating effects functions into existing plans staffs and adjusting the battle rhythm accordingly can reduce the numbers of meetings on the current battle rhythm and make the meetings being conducted more productive through a collective focus on planning and operational priorities.
 - e. 2d and 3d order effects (desired and undesired) are often an afterthought during planning and when not considered result in IO consequence management that might have been mitigated or at least pre-planned. The Red Team and Human Terrain Analysis Team are ideally suited for this function if incorporated into the process providing staff estimates during COA development.
 - f. Extremely high OPTEMPO in Afghanistan tends to make the staff focus on tactical problems sometimes at the sacrifice of operational focus required to effectively conduct EBO.
3. **(U) Recommendations – (See Enclosures)**
 - a. Effects functions are incorporated into the CJ3 and CJ5 and not as a separate cell but as an integral part of the operations cycle (Plan, Prepare, Execute, and Assess).
 - b. The role of the IO Cell expands to include deliberate targeting of HVIs and Key Leader Engagements.
 - c. Assessments functions are refined in the CJ3 to include MOE development for collection and evaluation to provide operational assessments.
 - d. An assessment capability is added to the CJ5 to consolidate operational assessments from CJ3 into an overall assessment of the campaign objectives and specified ISAF effects in their campaign plan. The CJ5 Assessments Cell becomes responsible for the Campaign Objective Assessment Brief (COAB).
 - e. As part of the mission analysis process, the CJ35 translates ISAF effects into traditional key task, purpose, and endstate while staff sections and cross functional working groups develop desired effects that their function can achieve to support key tasks and purpose of the operation as part of their staff estimates.
 - f. The Joint Fires Coordination Cell (JFCC) retains primary responsibility for coordinating tactical joint fires, the tactical joint lethal and non-lethal targeting process and direction of the Joint Fires Cell.

2 Encl

Approved by: COL Pat Hamilton, Red Team Leader

CRITICAL ANALYSIS

SUBJECT: CJTF-Afghanistan JFECC Organization and Processes (U)

1. (U) References:

- a. JP 5.0 Joint Operations Planning dtd December 2006
- b. JP 3.0 Joint Operations dtd September 2006 w/change 1 dtd February 2008
- c. JP 3.09 Doctrine for Joint Fire Support dtd May 1998
- d. JP 3-13 Joint Information Operations
- e. JP 3-33 Joint Task Force Headquarters (Organization and Staffing) dtd February 2007
- f. FM 3.0 Operations dtd February 2008
- g. FM 3-24 Counterinsurgency dtd December 2006
- h. FMI 5-0. The Operations Process 1 dtd March 2006 with Change 1 dtd February 2008
- i. JFCOM Memo dtd 14 August 2008 Subject: Assessment of Effects Based Operations
- j. Army Doctrine Update, Combined Arms Doctrine Directorate, CAC dtd 24 February 2007
- k. Joint Fires and Targeting Handbook dtd October 2007
- l. Joint Forces Quarterly 2d Qtr 2007: Obstacles to Effective Joint Targeting
- m. CJTF-101 JFECC Staff Brief dtd 11 May 2008
- n. Individual Interviews Conducted
 - (1) ISAF Effects and Assessments Coordinator
 - (2) MNC-I (XVIII ABN Corps) Red Team Leader
 - (3) CJTF-101 CJ3
 - (4) CJTF-101 CJ33
 - (5) CJTF-101 CJ35
 - (6) CJTF-101 CJ5
 - (7) CJTF-101 JFECC Chief
 - (8) CJTF-101 Effects Chief
 - (9) CJTF-101 IO Chief
 - (10) CJTF-101 Assessments Chief
 - (11) CJTF-101 Targeting Chief
 - (12) TF Currahee Cdr
 - (13) TF Currahee DCO
 - (14) TF Currahee FSO

2. (U) **Purpose and Methodology:** A critical analysis and review of the CJTF-101 Joint Fire Effects Coordination Cell (JFECC) organization and processes was conducted at the direction of the CoJS to provide follow on CJTF-82 an alternative for developing their JFECC and or its functions. The Red Team analyzed the initial JFECC organization when CJTF-101 arrived in Afghanistan as well as the re-alignment that occurred after the first six months. In addition, the Red Team used its reach back capability with the University of Foreign Military and Cultural Studies at Ft. Leavenworth to conduct an independent analysis of the JFECC in the form of a Red Team exercise using students from the Red Team Leader's course class 08-004. This analysis incorporates the results from that exercise and lesson's learned from the initial and current JFECC. Observations and recommendations reflect the new guidance from the commander of Joint Forces Command dated 14 August 2008 and Army Doctrine Update #1 dated 24 February 2007 from the Combined Arms Center at Ft. Leavenworth as well as JPs and FMs some of which were updated since CJTF-101 deployed. In addition several interviews were conducted with Current CJTF staff, a BCT Commander and selected staff, XVIII ABN Corps Red Team, and the ISAF Effects and Assessments Coordinator.

3. (U) **Background:** In preparation for the deployment of the 101st Airborne Division (Air Assault) to Afghanistan in 2007, the division developed a Joint Fire Effect Coordination Cell (JFECC) "...responsible for leading, coordinating, integrating, and monitoring the daily activities related to Joint Fires and Effects. Those responsibilities included Joint Fires, Targeting, Lethal and Non-Lethal Effects, Public Affairs, Information Operations, and Key Leader Engagements." The JFECC Staff was the "...coordinating responsibility for the bi-monthly Targeting Fusion Meeting, weekly Joint Effects Coordination Board (JECB) process, bi-monthly Fusion Targeting Coordination Meetings and Approval Board, the weekly Strategic Communications Synchronization Meeting, and the daily Joint Fires Working Group. The JFECC served as the CJTF101 principal staff proponent for coordinating all lethal and non lethal effects in support of the commander's four objective areas of Security, Governance, Development, and Strategic Communications."¹

Based on personnel seniority and experience, the JFECC was established as an independent staff section reporting directly to the CofS and the DCG-O. In August 2008, the CJTF-101 began to change the organization and processes of the JFECC due to personnel changes and emerging clarification of joint doctrine concerning effects-based operations.

4. (U) Initial CJTF-101 JFECC:

¹ CJTF-101 JFECC Mission Statement, May 2008

a. **Organization:** (See Figure 1) The initial JFECC was established as a separate staff section with the CJTF HQ led by an O6 Field Artillery Officer. It was broken down into four sections Operations, Joint Fires, Effects, and Targeting.

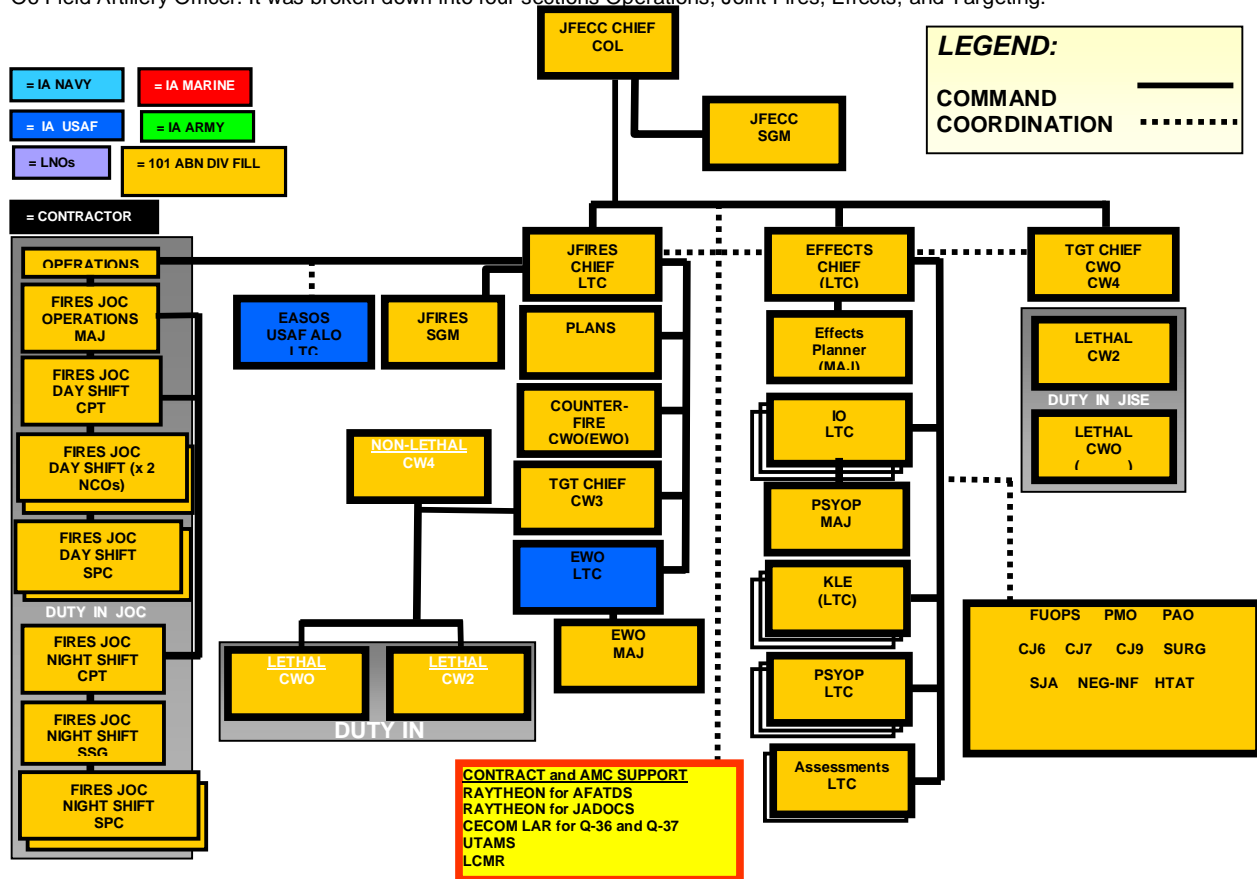


Figure 1²

b. **Meetings³:**

- (1) **Joint Fires Working Group** – Daily 1000 hours
 - a. Purpose: To coordinate joint fires in the Air Tasking Order and lay out the support assets for inclusion in the ATO looking 96 hours in advance
 - b. Outcome: Inputs for the next ATO cycle, ASR/ISR recommendations, deconfliction of EW assets
- (2) **Joint Assessments Working Group** – Weekly Mon. 0930
 - a. Purpose: Update assessments of the effects hierarchy, review recommendations for surveys, seek issues and concerns from the BDEs to take forward into individual working groups to be brought forward into the JEWG.
 - b. Outcome: Consolidated comments along LOOs that are brought forward to the SAWG for review and incorporated into a weekly assessment by LOO used to provide assessments at JISE-FUOPS, JECB, and for inclusion in the ISAF Assessment Report. Vet issues and concerns raised by the BDEs to the SAWG.
- (3) **Targeting Effects Working Group** – Weekly Mon. 1300
 - a. Purpose: To define the effects desired by target for both kinetic and non-kinetic operations
 - b. Outcome: Updated list of desired effects for each target
- (4) **Strategic Outreach Coordination Board** – Weekly Sat. 1500
 - a. Purpose: Review Key Leader Engagements for the next three weeks including CODELS, Senior Military Officers, U.S. and Foreign DVs.
 - b. Outcome: CG approval of KLEs
- (5) **Senior Assessment Working Group** – Weekly Mon. 1530
 - a. Purpose: Review assessments of the effects hierarchy, review recommendations for surveys, prioritized issues and concerns from the BDEs to take forward into individual working groups for inclusion in the JEWG.

² CJTF-101 JFECC Staff Briefing, May 2008 (Enclosure 1)

³ ibid

- b. Outcome: Review consolidated comments along LOOs that are brought forward to the SAWG for review and incorporated into a weekly assessment by LOO used to provide assessments at FUOPS, JECB, and for inclusion in the ISAF Assessment Report. Prioritize issues and concerns raised by the BDEs to take forward for action in the JEWG. Requirements for new surveys.
- (6) **IO STRATCOM WG** – Weekly Tues. 1000
 - a. Purpose: Solicit senior staff input on Strategic Communication topics and coordinate staff actions in support of SC effects
 - b. Outcome: Input for JEWG and specific staff taskings
- (7) **Joint Effects Working Group** – Weekly Tues. 1630
 - a. Purpose: To provide a focus for the Joint Effects Coordination Board and ensure input for the JECB
 - b. Outcome: Where issues are worked and guidance is given for further planning, recommended changes to the Effects Hierarchy, recommended Prioritized Effects List, and recommended COAs and inputs for JESM, recommended changes to the PEL and JIPTL, generate ideas and develop synergy
- (8) **IO Working Group** – Weekly Thurs. 1200
 - a. Purpose: .To synchronize the efforts of core and supporting IO elements toward CJTF effects; develop non-lethal target nominations; cross-level successful IO TTP; coordinate COMCAM allocation.
 - b. Outcome: Input for JEWG, JTB, and COMCAM tasking.
- (9) **Joint Effects Synchronization Meeting** – Weekly Thurs. 1400
 - a. Purpose: To synchronize the effects along the lines of operation and to finalize the JECB recommendations
 - b. Outcome: Consolidated issues for presentation at JECB and identify any due outs prior to pre-brief
- (10) **Targeting Board** – Bi monthly – Friday 1330
 - a. Purpose: To get the commanding general's approval of the targets for kinetic and non-kinetic operations
 - b. Outcome: Approved list of Kinetic and Non-kinetic targets
- (11) **Joint Effects Coordination Board** – Bi-monthly Sat. 0930
 - a. Purpose: To get the commanding general's approval on focused effects along the lines of operation
 - b. Outcome: FRAGO for execution, develop the plan/concept further, transfer the project to FUOPS or FUPLANS, Effects Synch Matrix, Effects Priorities, Targeting Priorities, COAs/inputs for FUOPS, Strategic Communication Focus, guidance for Joint Effects Focus areas
- (12) **Joint Targeting WG** – Weekly Sat. 1430
 - a. Purpose: Validates by vetting all nominated targets, Vetts potential HVT's and submits additions to the CJPTL, Shares current and near term targeting focus of CJTF with all necessary agencies, provides recommendations for CJTF CG's targeting focus .
 - b. Outcome: Outputs are actually Inputs for the next ATO cycle, ASR, and ISR recommendations. Also provides de-confliction of EW assets. Additions to the CJPTL, De-confliction of targets throughout the JOA and a proposed CG HVI Priority/Focus List in the form of a TSM. TSM, Target Nominations/ recommendations sent to JEWG.
- (13) **Campaign Objectives Assessment Brief** – Every other month – Thurs. 1000 hours
 - a. Purpose: Provide assessment of current campaign objectives and decision points for branches and sequels to campaign plan
 - b. Outcome: Commander's guidance, sequel operation adjustment (OPLAN), OPORD

5. (U) Current JFECC:

a. **Organization:** (See Figure 2) After the first six months in Afghanistan, several personnel changes prompted the realignment of the JFECC under the CJ3 to help better synchronize JFECC activities with operations. At the time of this analysis, changes were still being made but the overall structure and functioning of the JFECC has not changed substantially. There have been some changes to some meeting schedules, purposes, and outcomes but nothing substantive. The Effects, IO, KLE, and Assessments branches became more horizontal each working more or less independently for the JFECC chief who now works directly for the CJ3.

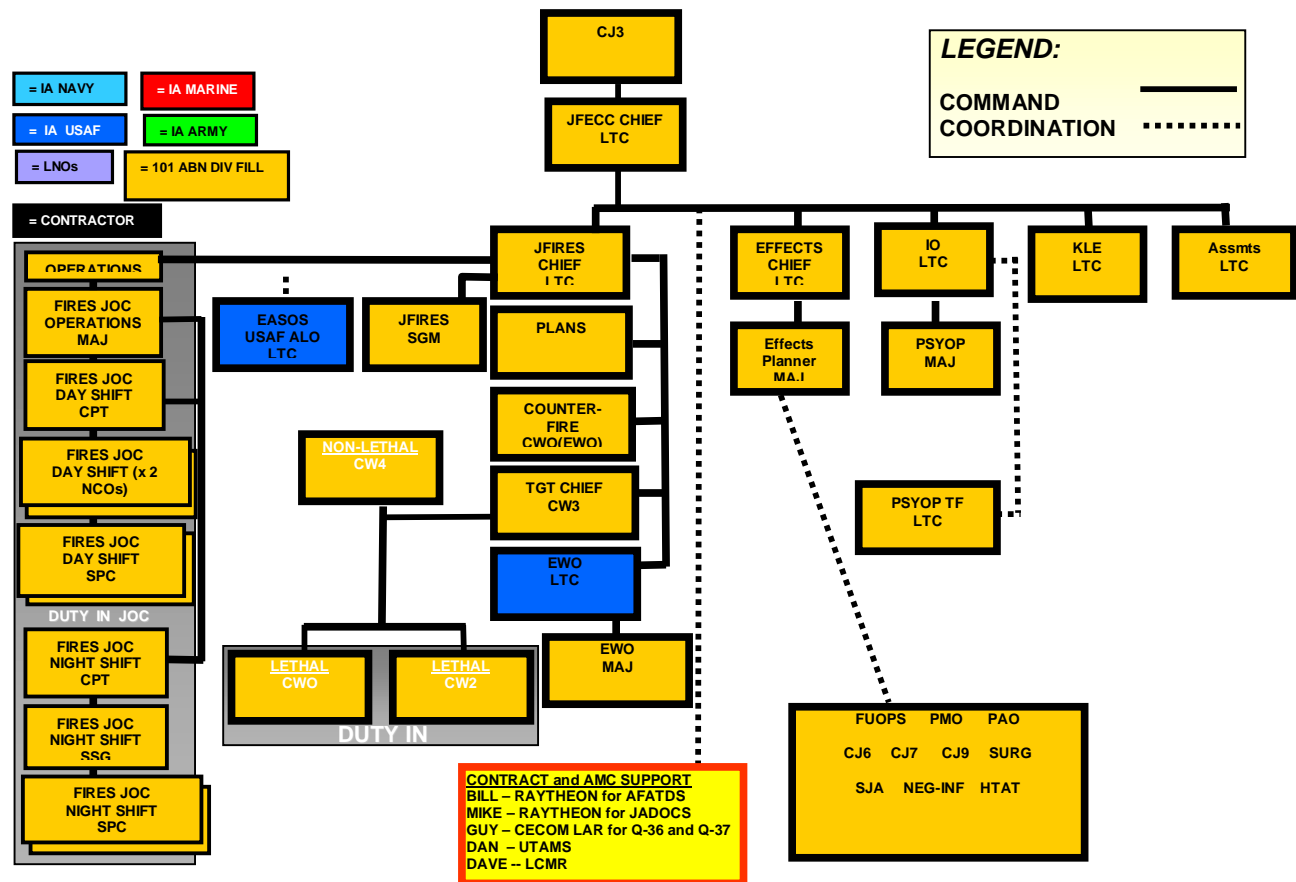


Figure 2

b. Observations/Challenges –

- (1) The JFCOM commander's guidance on EBO is clear about the challenges present in trying to conduct EBO. However it does not make any changes to the key doctrinal manuals; JP3.0 and JP5.0 which are the key doctrinal manuals for joint operations.
- (2) While CJTFs in Afghanistan are technically Joint Headquarters, they are commanded by an Army Major General, have two Army DGCs, an Army Chief of the Joint Staff, and all of the primary staff officers are Army. Due to increased Army OPTEMPO and multiple deployments many of the staff primaries have little or no joint experience not to mention division or above experience. The result is that the CJTF consistently struggles to implement EBO concepts.
- (3) XVIII ABN Corps has moved to integrate the "Effects" functions and organizations into the traditional operations and planning staff organizations. As per the Ft. Leavenworth doctrinal update #1, February 2007, they do not have an "Effects Cell".
- (4) ISAF still uses "Effects" and MOEs to drive assessment of campaign objectives and has a cell dedicated to that end. However, there is no specific process in CJTF-101 that translates those effects into operational ends, ways, and means, or tactical key tasks, purpose, and endstate directly related to planning or operational priorities. ISAF does not do Measures of Performance (MOP).⁴
- (5) Multiple "Effects" oriented meetings inherited from the previous CJTF are conducted that do not have clearly stated objectives relating to planning efforts. Many of these are working groups that by doctrine (JP3-33) should come together to provide cross functional staff estimates feeding the planning process.
- (6) There is no deliberate process for inserting undesired 2d and 3d order effects into the planning phase of operations. It therefore tends to make mitigation and consequence management very reactionary.
- (7) The targeting process under the JFECC tends to focus more on tactical fires and does not incorporate particular shaping operations such as Key Leader Engagements (KLE) or HVI targeting. Therefore KLEs are not incorporated into most plans as part of shaping operations. When KLEs are conducted, objectives are not clearly stated in terms of outcome the CJTF seeks, such as commit, agree, approve, etc. After KLEs there is no de-brief process to record what was accomplished and put into a target folder or engagement biography and history as an assessment tool to reference for future engagements. There is no specific

⁴ COL G. Davis, ISAF Effects and Assessments Coordinator

process for nominating KLE or HVI targets to ISAF or for BCTs to nominate them to the CJTF for higher level reinforcing engagement.

(8) Objectives and effects in the effects hierarchy are separated by LOO and divided among the staff who are responsible for planning and assessing that particular effect. The Effects Chief selects a single LOO to focus on in the JEWG and JECB effectively stove piping the LOOs, objectives, and effects further separating them from planning functions.

6. (U) Conclusions -

- a. Trying to conduct EBO by a fully manned and experienced joint staff is difficult at best and if not understood and practiced can result in confusion and over-complicated processes as pointed out in JFCOM commander's EBO guidance. CJTFs in Afghanistan are made up principally of Army divisions and BCTs with few staff officers experienced in operational level joint operations and planning. Additionally, the rotation cycles of the entire division each year means that a new staff will come in and struggle with the same problems.
- b. In an effort to plan, synchronize and coordinate effects, the processes have become separated from the planning and operations functions in many areas resulting in cases where the staff is doing effects for effects sake.
- c. Doctrinal planning staffs and processes are best suited to translate ISAF "Effects" into operational ends, ways, and means or tactical key tasks, purpose, and endstate.
- d. Incorporating effects functions into existing plans staffs and adjusting the battle rhythm accordingly can reduce the numbers of meetings on the current battle rhythm and make the meetings being conducted more productive through a collective focus on planning and operational priorities.
- e. 2d and 3d order effects (desired and undesired) are often an afterthought during planning and when not considered result in IO consequence management that might have been mitigated or at least pre-planned. The Red Team and Human Terrain Analysis Team are ideally suited for this function if incorporated into the process providing staff estimates during COA development.
- f. Extremely high OPTEMPO in Afghanistan tends to make the staff focus on tactical problems sometimes at the sacrifice of operational focus required to effectively conduct EBO.

7. (U) Recommendations – The Red Team recommends that the Effects functions be incorporated into the CJ3 and CJ5 and not as a separate cell but as an integral part of the operations cycle (Plan, Prepare, Execute, and Assess). The role of the IO Cell expands to include deliberate targeting of HVIs and Key Leader Engagements. Assessments functions are refined in the CJ3 to include MOE development for collection and evaluation to provide operational assessments. An assessment capability is added to the CJ5 to consolidate operational assessments from CJ3 into an overall assessment of the campaign objectives and specified ISAF effects in their campaign plan. As part of the mission analysis process, the CJ35 translates ISAF effects into traditional key task, purpose, and endstate. Staff sections and cross functional working groups develop desired effects that their function can achieve to support key tasks and purpose of the operation.

a. **Recommended Organization** – Figure 3 below shows the integration of effects functions in the CJ3 including; a standing OPT in the CJ35, the expansion of the IO Cell, incorporation of the JC3 Assessments Cell under the CJ3 to determine MOE and collection methods during the planning process and consolidate assessment data for operational assessments, and the realignment of the JFCC for tactical fires. In addition the CJ5 adds an assessments cell responsible for consolidation of operational assessments from the CJ3 into overall assessments of the progress toward the campaign objectives.

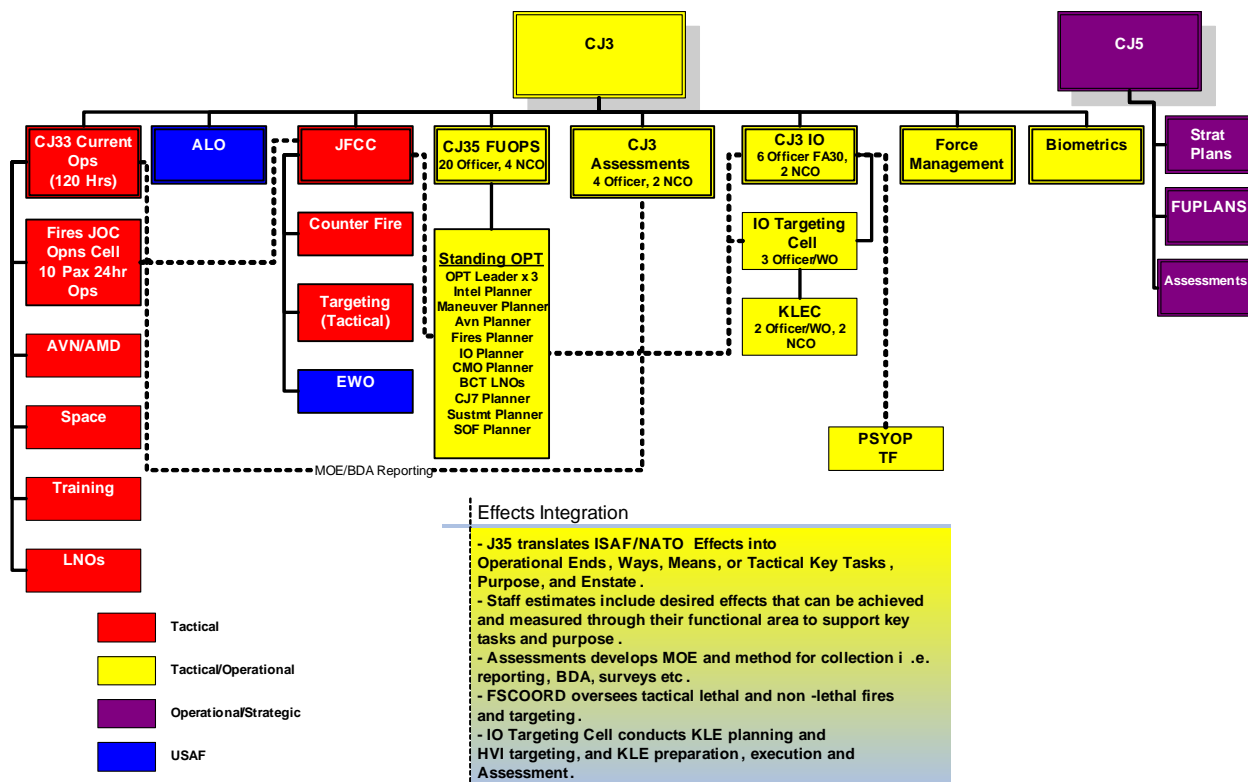


Figure 3⁵

b. **JFECC** – Eliminate the “Effects” functions of the JFECC and incorporate those functions into the operations and planning staffs. The JFECC reverts to tactical Fires Coordination and targeting functions becoming the Joint Fire Coordination Cell (JFCC). Maintain a dedicated fires planner in the CJ35 OPT.

c. **JFCC** – Retains primary responsibility for coordinating tactical joint fires, the tactical joint lethal and non-lethal targeting process and direction of the Joint Fires Cell.

d. **CJ5** - The CJ5 becomes responsible for the Campaign Objectives Assessment Brief (COAB). To do this it establishes a CJ5 assessments cell that is responsible for consolidating J3 Assessments of operations and plans executed during the assessment period. It then translates these into an assessment of ISAF effects and objectives. The outcome of the COAB is an overall assessment of the achievement of campaign objectives and recommendations for updates or adjustments to the campaign plan, planning priorities, additional CG campaign guidance, and updated CCIR.

e. **CJ35** - The major changes include establishing a standing OPT in the CJ35 (See chart 3) with functional experts assigned permanently to the CJ35 that have coordination responsibilities to their represented section. An additional task that is critical to the section is to translate any “Effects” based orders or guidance into operational Ends, Ways, and Means, or tactical Key Tasks, Purpose, and Endstate in the mission analysis phase of planning. Selection of the J35 Chief should be considered carefully as this becomes one of the most critical positions on the staff. Division level experience and a planning background are preferred. However, the ability to focus the OPT and manage multiple planning efforts concurrently is the key to success of the CJ35. Each of the OPT members should also be considered an expert in their field and one of the best in their staff section.

f. **CJ3 Assessments Cell** – This cell is responsible to the CJ3 for developing MOE and their method for collection in support of operational and planning priorities. To do this it coordinates and conducts a cross functional working group that provides this information in the form of a staff estimate into the COA development phase of planning. The cell then collects MOE and assesses the outcome or progress of ongoing operations.

g. **Information Operations Cell** – Continues to conduct steady state IO staff functions in support of ongoing operations. In addition, it takes ownership of the Key Leader Engagement Cell (KLEC) which has responsibility for strategic outreach and the Strategic Outreach Coordination Board (SOCB) as currently conducted. The organization of an IO targeting cell which becomes responsible for executing the targeting process for KLEs and HVI Targets in support of CJ35 and CJ5 operational and planning priorities. An IO Targeting Working Group is created for input into COA comparison and analysis. The SOCB becomes the COA brief for the KLEs. The Key Leader Engagement Cell prepares the key CJTF leaders to engage the HVI and establishes a debriefing cell that debriefs the CJTF leader, writes a report, and updates the target folder. The target folders are maintained by the KLEC.

h. **Recommended Battle Rhythm and Meetings** – There are several meetings that can be eliminated or consolidated into other meetings that will help reduce the already busy battle rhythm. Additionally the purpose and outcome of some meetings

⁵ Includes input from UFMCS Red Team Class 08-004 Exercise

can be re-focused to better synchronize effects functions into operations and planning priorities. Figure 4 below shows how these meetings feed the planning process.

(1) Meetings that can be eliminated –

- a. Targeting Effects Working Group
- b. Senior Assessments Working Group
- c. Joint Effects Working Group
- d. Joint Effects Synchronization Meeting
- e. Joint Effects Coordination Board

(2) Modified Meeting Organization, Purpose, and Outcomes –

a. Joint Assessments Working Group

1. Purpose – Cross functional meeting run by the assessments chief that develops MOE and collection methods in the form of a staff estimate for input to the COA development phase of planning. The focus is assessing the achievement of desired effects and the accomplishment of key tasks in support of operational purpose of objectives.

2. Outcome – MOE and collection methods to support a plan or operation for inclusion into a plan or operation.

b. IO Working Group

1. Purpose – No change to existing purpose.

2. Outcome – Changes to a staff estimate in the OPT/JPG plans process immediately following mission analysis.

c. IO Targeting Working Group

1. Purpose – Conducted by the IO Targeting Cell to develop engagement plans for nominated HVI targets and Key Leader Engagements in support of developed COAs. These include engagements nominated from subordinate units. Members include Red Team and HTAT to provide 2d and 3d order effect considerations.

2. Outcome – IO targeting plan including method of engagement and desired effects achieved by these engagements to support the accomplishment of key tasks. This is included into the COA analysis and comparison phase of planning and included in the decision brief. If being included into ongoing operations, they are briefed separately to the CJ3.

d. Governance and Development Working Group

1. Purpose – Modified to become a cross functional working group that provides a staff estimate into the planning process after initial mission analysis. The current WG meeting becomes a G&D update for developing situational awareness for G&D activities across the AOR.

2. Outcome – Staff estimate for governance and development effects that can be achieved in support of key tasks accomplishment

e. Campaign Objective Assessment Brief

1. Purpose – No change to purpose but now the responsibility of the CJ5 and conducted by the CJ5 Assessments cell.

2. Outcome – Updates to CG campaign guidance, campaign objectives, or CCIR.

(3) Battle Rhythm Changes –

a. Aligning effects functions with the planning processes makes the weekly CG plans updates (FUOPS Update and Senior Plans Meeting) more comprehensive and critically important to provide focus to the plans teams.

b. The meetings outlined above and in figure 4 below should feed a weekly planning timeline for both the CJ35 OPT (FUOPS) and CJ5 JPG (FUPLANS) or Strat Plans. The Red Team recommends that the weekly focus alternates between FUOPS and FUPLANS briefings to the CG to allow sufficient staff analysis to update estimates for all planning priorities now including effects functions. Exceptions can be made based on planning and operational priorities but it keeps the planners from trying to come up with something to brief each week when it's not always necessary. FUOPS and FUPLANS meet the day following a CG Update to consolidate guidance to the OPT/JPG and develop additional guidance for OPT members to take to their respective staff sections or working groups. Staff and working groups meet weekly focused on providing revised staff assessments and new initial estimates based on the new CG guidance.

c. Weekly Planning Cycle

Sunday – Plans brief to CG (may include any of the briefs depicted in Figure 4)

Monday – OPTs/JPG meetings

Tue – Thur – Staff/working group meetings to update or develop estimates

Friday – OPTs/JPG meetings

Saturday – Plans Pre-Brief to CG (prep for Sunday)

i. Effects and Assessments Translation and Integration

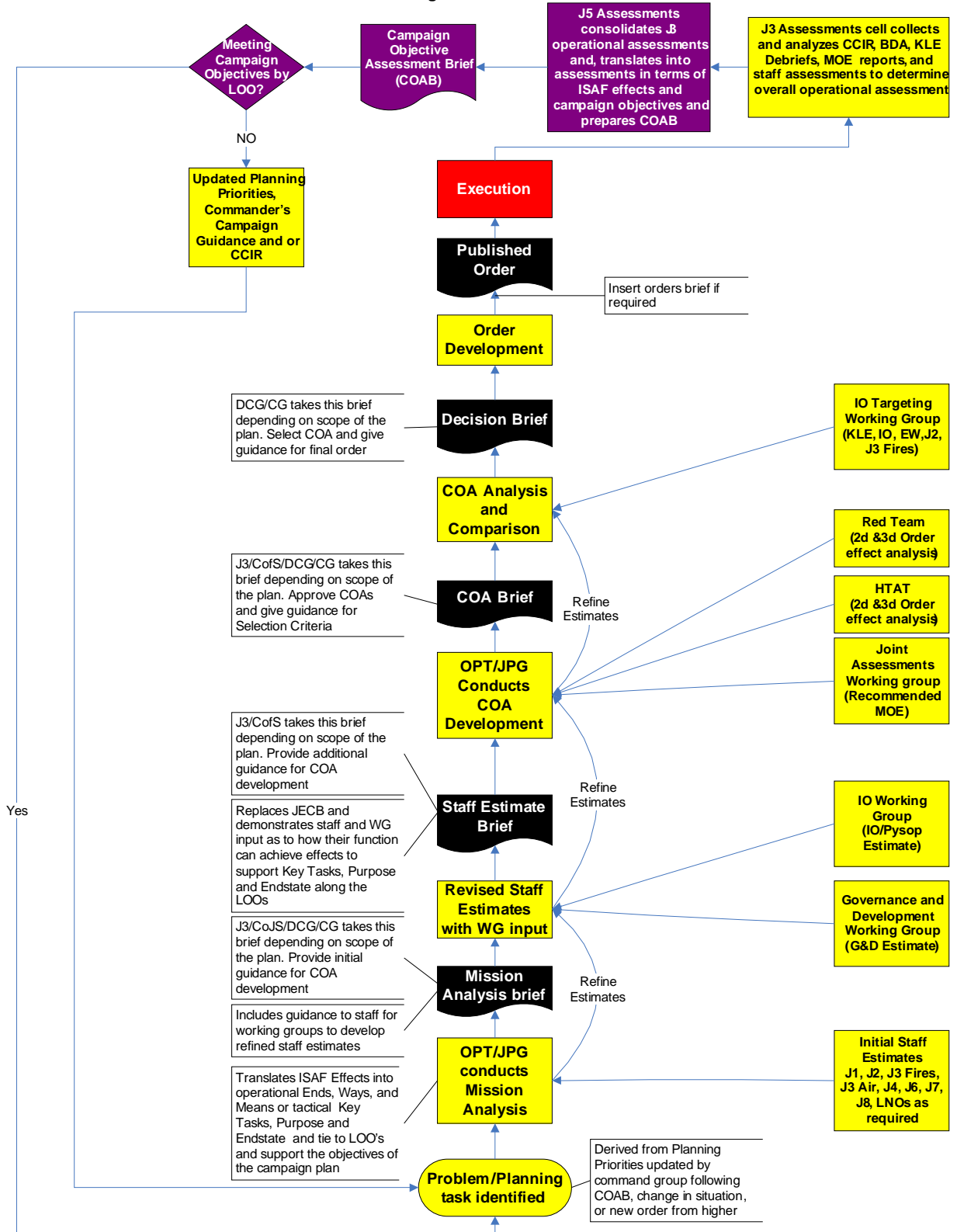


Figure 4

Encl
CJTF-101 JFECC Staff Brief Prepared by: CJTF-101 Red Team (431-3137)
CJTF-82 Joint Effects Process Reviewed by: COL Patrick Hamilton (431-3147)
CJTF-101 Battle Rhythm
JFCOM Cdr EBO Guidance

