



THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

JCS

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARY OF DEFENSE FOR ACQUISITION,  
TECHNOLOGY AND LOGISTICS  
UNDER SECRETARY OF DEFENSE FOR POLICY  
COMMANDERS OF THE COMBATANT COMMANDS  
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:  
As stated

A handwritten signature in black ink, appearing to read "Donald R. JCS", written in a cursive style.

OSD 05820-05

ENCL 1

ACTION ITEMS, JOINT FORCE CAPABILITY ASSESSMENT STUDY

1. OUSD(P) shall continue to oversee the development of Capabilities-Based Planning and coordinate with the Chairman of the Joint Chiefs of Staff, the Services and combatant commands to remain abreast of current progress in the development of a capabilities lexicon. Additionally, OSD(P) shall incorporate the Joint Capability Areas as appropriate into future Defense Planning Scenarios and the Strategic Planning Guidance. Provide me an update on your progress no later than 30 September.
2. OUSD(AT&L) shall incorporate the Joint Capability Areas where appropriate across acquisition activities including the Defense Acquisition Board process, capability roadmaps, and technology investment decision opportunities. Provide me an update on your progress no later than 31 July.
3. The Chairman of the Joint Chiefs of Staff shall take the lead in executing and managing the continued development of the Joint Capability Areas with the following specific tasks:
  - a. Implement the Joint Capability Areas (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT 1 March 2006) for formal review after sufficient use.
  - b. Develop joint definitions for all Joint Capability Areas terms and transition to joint doctrine as they are refined. Provide me an update on your progress within 12 months.
  - c. Embed the Joint Capability Areas into future guidance for Joint Operating Concepts, Joint Integrating Concepts, and Joint Functional Concepts. Provide me an update on your progress within 12 months.
  - d. Refine the Tier 2 layer of the capabilities lexicon as required to provide sufficient detail to enhance its usefulness. Provide me an update on your progress within 6 months.
  - e. In coordination with USJFCOM, integrate the capabilities lexicon into the future Universal Joint Task List. Provide me an update on your progress within 6 months.
  - f. Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration Development System where appropriate. Provide me an update on your progress within 6 months.

Enclosure 1

g. Implement the Joint Capability Areas into the current process to receive and assess Integrated Priority List submissions from the combatant commanders.

4. Combatant commanders and the Services shall continue to participate in activities to improve the capabilities lexicon and incorporate the Joint Capability Areas to the greatest extent possible.

5. Commander, US Joint Forces Command, shall coordinate with the Chairman of the Joint Chiefs of Staff to incorporate the Joint Capability Areas into evolving Global Force Management and Joint Force Provider initiatives where appropriate. Provide me an update on your progress within 6 months.

6. OSD (PA&E) shall apply the capabilities lexicon to the program and budget databases as appropriate prior to the FY 08-18 POM cycle.

7. OSD (OFT) shall incorporate the Joint Capability Areas into the next revision of the Transformation Planning Guidance and future transformation roadmaps where appropriate.



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

ACTION MEMO

CM-2408-05  
25 March 2005

FOR: SECRETARY OF DEFENSE

THRU: General Richard Myers, CJCS

*RAM 3/05*

FROM: General Peter Pace, VCJCS

*VR Pace 25 Mar 05*

SUBJECT: Operational Availability (OA-05) / Joint Capability Areas

- The Operational Availability Study is complete and has been briefed to the Joint Capabilities Board and the Joint Requirements Oversight Council. We are working to schedule a SLRG date as soon as possible and will provide an OA-05 action memo for your consideration at that time.
- One of the key OA-05 products is a set of 21 Joint Capability Areas to support Capabilities-Based Planning. These "capability categories" responded to one of the major recommendations of the Aldridge Study to provide a common language to enable consistent communication on joint capability needs.
- I believe the framework provided by these Joint Capability Areas will greatly enhance our ability to discuss and describe capabilities during the Quadrennial Defense Review and evolving CBP initiatives across the Department of Defense.
- Therefore, we are providing the attached draft memorandum (TAB A) and recommended taskers (Encl A) for your signature. Together, these documents establish the Joint Capability Areas in their current form as the starting point for continued development and provide broad guidance for their initial application across the Department of Defense.

RECOMMENDATION: Sign the memorandum at TAB A.

Approve  Disapprove \_\_\_\_\_ Other \_\_\_\_\_

COORDINATION: ~~NONE~~ TAB B 4 MAY

Attachments:  
As stated

Prepared By: Robert F. Willard, VADM, USN; Director, J-8; 703-697-8856

MA SD	SMA DSD	6/5	
TSA SD	SA DSP		
EXEC SEC	M/S	0800	
ESR MA	B43/28	12/5	

*5/5 0810*

OSD 05820-05



POLICY

PRINCIPAL DEPUTY UNDER SECRETARY  
OF DEFENSE  
2100 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-2100

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 MAY -4 PM 3: 31

**ACTION MEMO**

DepSecDef

PDUSD(P) MAY 2 2005

I-05/004366

OSD 05820-05

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *Ryan Henry* MAY 2 2005

SUBJECT: Operational Availability (OA-05)/ Joint Capability Areas

- We have reviewed the CJCS packet on Operational Availability (OA)-05/ Joint Capability Areas provided for your signature at Tab A.
  - Capability areas respond to one of the major recommendations of the Aldridge Study to provide a common language to enable consistent communication on joint capability needs.
  - Included are action items from OA-05 relating to Joint Capability Areas (Yellow Tab Enclosure A)
- The recommended 21 Joint Capability Areas (JCA) (Red Tab) are the result of the Joint Force Capability Assessment (JFCA) sub-study of OA-05.
- OSD staff concurs with the 21 capability areas and the action items.

RECOMMENDATION: SECDEF sign memorandum at Yellow Tab.

COORDINATION: USD(AT&L), USD(I), PA&E, OFT,

Attachment: as stated

Prepared by: COL Pat Kelly, ODASD/R&P, 697-4553.



OSD 05820-05

***From "Inside the Pentagon" (5 May 2005)***

***PACE CALLS FOR RAPID DOD ADOPTION OF NEW 'JOINT CAPABILITY AREAS'***

The Joint Staff has standardized definitions of a wide range of military activities in a way that sets the stage for major changes to the Pentagon's weapon system procurement practices.

The Joint Staff, in partnerships with each of the services, has pinned down an agreed definition for 21 "joint capability areas," a new framework that paves the way for side-by-side comparisons of service contributions to joint warfighting and a tool that will assist decision-makers in deciding whether to move resources between service budgets.

"I believe the framework provided by these joint capability areas will greatly enhance our ability to discuss and describe capabilities during the Quadrennial Defense Review," wrote Marine Corps Gen. Peter Pace, vice chairman of the Joint Chiefs of Staff, in a March 25 memo to Defense Secretary Donald Rumsfeld.

Adm. Robert Willard, now the vice chief of naval operations, spearheaded the effort to assemble the definitions in his previous post as Joint Staff director of force structure, resources and assessment. Willard and his staff began to compile the definitions last June, winning the support of the Joint Requirements Oversight Council and the Joint Chiefs of Staff.

The 21 joint capability areas -- which include joint battlespace awareness and joint command and control -- are a key product of the Operational Availability-05 study, which wrapped up this spring. They also respond to a key recommendation of the December 2003 "Joint Defense Capabilities Study," commonly referred to as the "Aldridge Study" after its primary author, former Pentagon acquisition executive Edward "Pete" Aldridge.

That study called for a new framework to give the entire military enterprise a common lexicon for discussing and debating how to define needs; analyze gaps in capability, as well as areas where the U.S. military has excess capability; determine where one set of capabilities can be cut and resources shifted to another area; and conduct capabilities planning (*Inside the Pentagon*, Feb. 26, 2004, p1).

To support all these activities, "capabilities must be divided into manageable groups, or capability categories," states the Aldridge study. "Defining joint capability categories is an essential early step to implementing a capabilities-based approach because they provide the framework for capabilities planning. In other words, these manageable groups provide a common lexicon to compare service contributions to joint warfighting and enterprise support and, therefore, support cross-service trades."

Pace and Air Force Gen. Richard Myers, chairman of the Joint Chiefs of Staff, have recommended that Rumsfeld direct a number of actions to ensure the joint capability areas are adopted across the Defense Department. They want him to mandate that the defense acquisition executive incorporate them across procurement activities, including the Defense Acquisition Board process, capability road maps and technology investment decision opportunities.

In addition, the under secretary of defense for policy should adopt the joint capability areas into future defense planning scenarios and the Defense Planning Guidance and the chairman of the Joint Chiefs of Staff should embed joint capability areas into future guidance for joint operating concepts, joint integrating concepts and joint functional concepts. Further, the director of program analysis and evaluation should apply the new capabilities lexicon to the program and budget databases for the fiscal years 2008 to 2018 budget cycle. -- *Jason Sherman*

***See 21 Joint Capability Areas listed on next page.***

**From "Inside the Pentagon" (5 May 2005)**

***Text: Joint Staff's 21 Joint Capabilities Areas*** (Date: May 5, 2005)

- \* Joint battlespace awareness
- \* Joint command and control
- \* Joint network operations
- \* Joint interagency coordination
- \* Joint public affairs operations
- \* Joint information operations
- \* Joint protection
- \* Joint logistics
- \* Joint force generation
- \* Joint force management
- \* Joint homeland defense
- \* Joint strategic deterrence
- \* Joint shaping and security cooperation
- \* Joint stability operations
- \* Joint civil support
- \* Joint non-traditional operations
- \* Joint access and access denial operations
- \* Joint land control operations
- \* Joint maritime/littoral control operations
- \* Joint air control operations
- \* Joint space control operations