Global Integration and the Future Operating Environment

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Overall Classification: UNCLASSIFIED//FOUO
Providing Strategic Direction of the Armed Forces

The JSPS is the method by which CJCS fulfills his statutory responsibilities, maintains a global perspective, and develops military advice.
A Globally Integrated Threat Environment

- Our threats have global reach
- Our threats act with global unity of effort
- Our threats integrate globally across domains
- The information environment respects no borders
- Thinking geographically can create artificial regional stovepipes
Build a More Lethal Force

- Establish a tailored and flexible nuclear deterrent, decisive conventional force, and irregular warfare as a core competency
- Modernize key capabilities
- Develop and implement innovative operational concepts
- Ensure a lethal, agile, and resilient force posture, and employment
- Cultivate workforce talent

Strengthen Alliances and Attract New Partners

- Uphold foundation of mutual respect, responsibility, and accountability
- Expand regional consultative mechanisms and collaborative planning
- Deepen interoperability and integrate defense strengths for deterrence
- Shift burden sharing discussion to practical, constructive focus designed to optimize allied/partner constellation to achieve our strategic objectives

Reform the Department for Greater Performance & Affordability

- Deliver performance at speed of relevance
- Drive budget discipline and affordability to achieve solvency
- Streamline rapid, iterative approaches from development to fielding
- Harness and protect the National Security Innovation Base
Why Global Integration?

- Global integration is necessary because today’s strategic environment has changed:
  - Proliferation of advanced technologies have accelerated the speed and complexity of war
  - Conflicts involve all domains and cut across multiple geographic regions
  - United States' competitive military advantage has eroded
  - Global demand for forces continues to exceed the inventory
Statutory Guidance and Definitions

STATUTORY GUIDANCE

• 10 USC §153 establishes the Chairman’s functions, including his role in strategic direction, strategic and contingency planning/ global military integration, and comprehensive joint readiness.

• 10 USC §155 directs the SecDef to ensure the Joint Staff organizes and operates independently to support the Chairman.

• 10 USC §163 establishes the oversight role of the Chairman as concerns the Combatant Commands.

   - [T]he Secretary of Defense may assign to the Chairman of the Joint Chiefs of Staff responsibility for overseeing the activities of the combatant commands. Such assignment ... does not confer any command authority on the Chairman and does not alter the responsibility of the commanders of the combatant commands…”

   - [T]he President may assign duties to the Chairman to assist the President and Secretary of Defense in performing their command function.”

DEFINITIONS

• Coordinating authority: the authority delegated to a commander or individual for coordinating specific functions and activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same Service. (JP 1, 2013)

• Global integration: the arrangement of cohesive Joint Force actions in time, space, and purpose, executed as a whole to address transregional, multi-domain, and multi-functional challenges. (2016 NMS)

• Global integrator: The global integrator is the individual responsible for assisting the Secretary in strategic planning and the strategic direction of the armed forces to ensure the effective conduct of operations. (SD Global Integration Annex)
The Joint Operational Environment

Win in a Complex World

- Provide foundation for joint operations.
- Deploy and transition rapidly.
- Develop the situation in close contact.
- Maneuver from multiple locations and domains.
- Present multiple dilemmas to the enemy.
- Operate dispersed while maintaining mutual support.
- Integrate partners.
- Consolidate gains.

KEY

CJOA - Combined joint operations area
JTF - Joint task force
NGO - Nongovernmental organization
RAF - Regionally aligned forces
SOF - Special operations forces
TF - Task force
UNHCR - Office of the United Nations High Commissioner for Refugees
USMC - U.S. Marine Corps

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