

10 April 2023

Subject: Global Military Integration – Executive Summary for Fellows

1. **Purpose:** Provide summary of global military integration with a focus on globally integrated operations. Incorporate CJCSI 3100.01E (Joint Strategic Planning System) dated 21 May 2021.
2. **Objective of Global Integration:** Integrate operations and resources globally and highlight force planning capabilities and tradeoffs to enable senior leader decision making in support of National Defense Strategy (NDS) objectives.
3. **Concept of Global Integration:** Global integration is achieved through the integration of planning, force management, force development, and force design—all undergirded by assessments—to enable senior leader decision making to translate strategy to outcomes.
4. **Definition of Global Integration:** Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges.
5. **Role of the Chairman:** Title 10, U.S. Code requires the Chairman to perform six primary functions to assist the President and the SecDef with planning, advice, and policy formulation: (1) provide strategic direction for the Armed Forces; (2) conduct strategic and contingency planning; (3) assess comprehensive joint readiness; (4) foster joint capability development; (5) manage Joint Force development; and (6) advise on global military integration. Section 153(a)(3) of Title 10, U.S. Code directs the Chairman to provide advice to the President and the SecDef “in matters relating to global military strategic and operational integration.” Title 10 explicitly acknowledges the global “transregional, multi-domain, and multifunctional threats” facing the Joint Force, and directs the Chairman to provide the President and the SecDef advice on “ongoing military operations.” The Chairman also provides advice to the SecDef on “the allocation and transfer of forces” among CCMDs.
6. **Strategic Environment:** CJCSI 3050.01 (Implementing Global Integration) notes that the regional approach the Joint Force long relied on is no longer appropriate to address the global threats that comprise the contemporary strategic environment. Great power competition that is global in scope and encompasses all domains has emerged as the central challenge to employment of Joint Force capabilities. State and non-state actors present increasingly complex challenges by operating across regions, domains, and functions in which the United States was once unchallenged. Factors such as accelerating adversary military modernization, global proliferation of commercial technology, and ease of entry to domains such as space and cyberspace, has led to a relative decline in relative U.S. military competitive advantage. This shift, along with potential adversaries' increasing willingness to employ coercive tools of statecraft that remain below the threshold for a traditional military response, illustrates the character of conflict has likewise changed.
7. **Global Operating Environment:** The challenging global operating environment requires the Chairman and the Joint Staff to employ an integrated global perspective and provide strategic direction for Joint operations across all domains and regions to identify efficiencies and synergies, and to champion integration with allies, partners, and the interagency at the national-strategic level. The Chairman, through these global military integration responsibilities, guides coordination across geographic, functional, and Service seams to ensure the Joint Force collectively expands its competitive advantages across a range of global challenges. To this end, the Chairman develops military advice on global posture, readiness, and risk. The Chairman is in a unique position to synthesize regional perspectives on risk, options, and priorities into a global perspective and provide military advice to the SecDef and POTUS that accounts for all domains, regions, and challenges without impinging on CCDRs legal and direct chain of command to SecDef and POTUS. The Chairman’s military advice represents apolitical (nonpartisan), professional military judgment on a

UNCLASSIFIED

(For use by Fellows in preparation for the Joint Operations Module in Suffolk, VA)

wide range of Joint Force issues and topics. The Chairman and the Joint Staff shall solicit and receive Service and NGB perspectives on all plans through approved processes within the JSPS, consistent with the Title 10, U.S. Code responsibilities of the Service secretaries and Service chiefs to review, assess, and advise the SecDef. Globally integrated operations retain the proven strength of CCDR-led operations while leveraging the unique position of the Chairman to synthesize regional perspectives on risk, options, and priorities into a global perspective. The Chairman provides clear options for tolerable global risk in the form of military advice to the Secretary that prioritizes Joint Force missions, sourcing, and assessments. The Secretary gains a richer understanding of risk to the Joint Force and is better prepared to provide globally informed guidance.

8. **Joint Force Objectives:** The Joint Force must be capable of anticipating adversary actions and leveraging transregional, all-domain, and multi-functional responses against multiple challenges in concert with partners. Advanced adversary technologies enable integrated activities across domains that enhance overall strategic effects and support layering of capabilities across numerous functions to create previously unseen problems for the United States. This increased threat complexity is apparent in potential adversaries' abilities to challenge power projection and freedom of maneuver. CJCSI 3050.1 states that the Joint Force must meet three objectives to achieve global integration:
 - a. First, senior leaders must be able to make decisions in a complex environment at the speed of conflict. This requires a common intelligence picture and a shared understanding of global force posture to see operations in real time, visualize opportunities to seize the initiative, and identify trade-offs, risk, and opportunity costs.
 - b. Second, operations must be strategically coordinated worldwide, nested within a whole of government approach, and include our allies and coalition partners. In an environment where requested requirements exceed inventory, force posture must ensure strength, agility, and resilience across regions and domains. Once committed, the Joint Force must rapidly engage adversaries, understand tradeoffs across Combatant Commands (CCMDs), and communicate risk with a global perspective.
 - c. Finally, global integration enables the development of a lethal and agile future fighting force. A balanced inventory of capabilities and capacities ensures the Joint Force's continuous competitive advantage, enabling the force to deter and defeat potential adversaries across the entire continuum of conflict. The Joint Force must also retain the capability to defend the homeland and project power against any other potential adversaries.
9. **Key Take Away:** Achieving global integration requires the combination of the institutional expertise of the Services and geographic and functional CCMDs to provide precise and timely global military solutions in support of national policy objectives. A comprehensive body of assessments provides a firm analytical foundation to this process.

10. **References**

- a. CJCSI 3100.01E, Joint Strategic Planning System, 21 May 2021.
 - b. CJCSM 3105.01A, Joint Risk Analysis Methodology, 12 October 2021.
 - c. CJCSI 3050.01 Implementing Global Integration (Classified) 31 Dec 2018 (SIPRNET)
11. **POC:** Dave Wagner, JS J7, DDJT, 757.203.7690, david.a.wagner1.ctr@mail.mil.