

Appendix C

Administration and Logistics

GENERAL

C-1. Joint administrative functions include personnel, pay input, religion, and legal support services (see JP 1-series publications).

C-2. The six logistics functions are defined in joint doctrine as: supply, maintenance, health services, transportation, services, and general engineering. (See JP 4-0 and other JP 4-series publications.)

DIRECTIVE AUTHORITY FOR LOGISTICS

C-3. In joint operations, the geographical combatant commander, through the subordinate JFCs, Service components, and DOD agencies (primarily Defense Logistics Agency), ensures effective and efficient execution of personnel and logistics services consistent with the overall campaign plan. (See Figure C-1.) The exercise of directive authority for logistics by a combatant commander includes the authority to issue directives to subordinate commanders, including peacetime measures, necessary to ensure the execution of approved OPLANs, the effectiveness and economy of operation, and the prevention or elimination of unnecessary duplication of facilities and overlapping functions among the Service component commands.

C-4. A combatant commander's limited directive authority for logistics is not intended to—

- Usurp Service responsibility for logistics support.
- Discourage coordination by consultation and agreement.
- Disrupt effective procedures, efficient use of facilities, or organization.

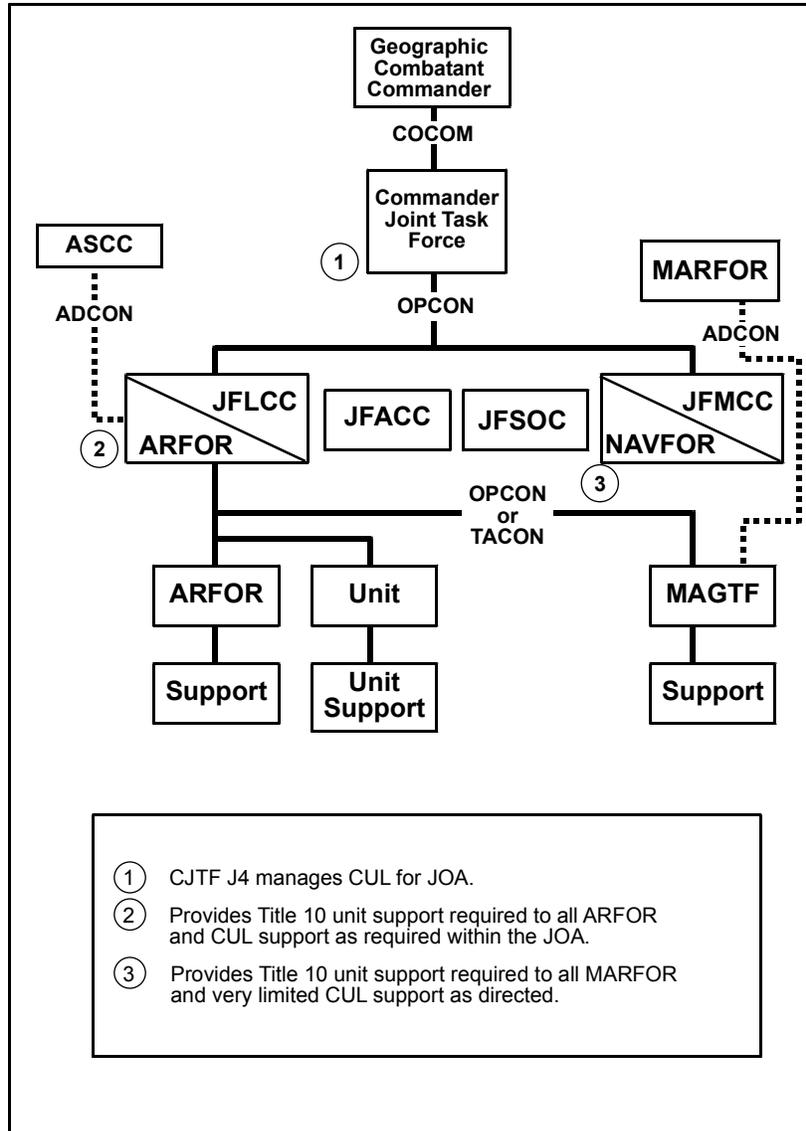


Figure C-1. Example of Logistics Authority with ARFOR Designated as JFLCC

COMMON USER LOGISTICS

C-5. The JFC develops the overarching campaign plan in concert with the combatant commander's guidance and with input from subordinate Service component commands, functional component commands, and DOD agencies. In concert with the JFC planning effort, the JFLCC develops the land operations portion of the campaign plan. This land OPLAN is provided to the JFC for consideration in developing and coordinating deployment and employment of forces and support of the overall campaign plan. The individual Service component commands, however, have overall responsibility for providing logistics support to their own forces unless otherwise directed. (See JP 4-07.)

C-6. Service component forces, especially the Army, are often required to provide significant levels of JOA-wide common user logistics (CUL) support to other Service components, multinational partners, and other organizations (i.e., other governmental organizations [OGOs]) and NGOs. Army JOA-wide CUL support requirements are normally provided by Army echelon-above-corps support units, such as the theater support command, but these requirements are carried out under the auspices of the ARFOR commander and are not a JFLCC responsibility. (See FM 100-10 and FM 63-4 for further information.) The MARFOR may provide limited CUL support to other Service component forces based on the plan.

C-7. In some cases, the JFLCC may direct selected CUL support within his AO; however, the authority to direct logistics is not resident in the JFLCC's OPCON or TACON authority (see JP 0-2, page III-8). When required, JFLCC CUL authority may be derived from one of two sources: combatant commander delegation of specific land-operation-focused CUL authority or through short-term interservice support agreements between the ARFOR and MARFOR.

C-8. With this limited CUL authority, the JFLCC may direct that CUL support be provided between the Service component units. This land-operations-focused CUL may include temporary task organization or support relationships of selected JFLCC logistics units. (Land-operations-focused CUL support is separate and distinct from JOA-wide CUL requirements.) The JFLCC J-4 staff ensures that JFLCC-directed CUL requirements do not conflict or interfere with combatant-commander-directed JOA-wide CUL requirements.

LOGISTICS PLANNING

C-9. JFLCC logistics plans should be integrated with combatant commander annexes and JFC, Service component, and multinational partner logistics plans.

C-10. JFLCC J-4 personnel must be involved early in the staff planning and undertake an analysis of the logistics support capabilities of each of the COAs considered.

C-11. JFLCC CUL requirements must be properly planned and coordinated with overall combatant commander/JFC-directed CUL requirements.

C-12. JFLCC J-4 personnel determine location and accessibility of key supply points.

C-13. The JFLCC J-4 planners identify those issues unique to the land operations not already identified by the JFC J-4 reports.

BOARDS AND CENTERS

C-14. The JFLCC is not routinely the lead for JFC-level logistics boards and centers. The JFLCC J-4 normally participates in selected combatant commander/JFC boards and centers that are of critical importance to the successful execution of the land campaign. The joint transportation board and the joint movement center are transportation-related boards and centers that may have significant impact on the land portion of the joint campaign and are examples of higher level joint logistics boards on which the JFLCC may want representation. Other boards and centers of significant importance to the JFC include the joint material priorities and allocation board and the joint petroleum office. To ensure proper focus, the JFLCC participation in these boards needs to be treated as separate and distinct from the Service component participation in these same boards and centers. (See Figure C-2.)

Possible Joint Logistics Boards and Centers

- Joint Transportation Board
- Joint Movement Center
- Joint Petroleum Office
- Joint Civil-Military Engineering Board
- Joint Facilities Utilization Board
- Theater Patient Movement Requirements Center
- Joint Blood Program Office
- Joint Mortuary Affairs Office
- Joint Material Priorities and Allocation Board

Figure C-2 Joint Logistics Boards and Centers

C-15. The JFLCC will not normally convene separate joint logistics boards and centers except when needed to coordinate critical CUL support within the JFLCC AO. Possible JFLCC-established boards and centers may include a movement center and materials priorities allocation board (MPAB). The movement center facilitates coordination and prioritization of movement within the JFLCC's AO. The movement center would be subordinate to the JFC joint movement center and would ensure that JFLCC movement requirements do not conflict with JFC-directed movements. The JFLCC-level joint movement center would be built on the lead Service movement control agency and include staff members from the other Service. A JFLCC MPAB would perform similar functions for critical supply items. (The JFLCC could combine these two centers/boards into one distribution management center that would perform both transportation and supply management functions.) In any case, he will ensure that he has the capability to adequately control

movement and cross-level critical logistics resources when necessary for execution of land operations.

FUNCTIONS OF THE J-1 AND J-4

C-16. The JFLCC J-1 and J-4 provide critical functional expertise to the commander in the areas of personnel and logistics. These primary staff officers focus on key personnel and logistics issues that may have an adverse affect on the land portion of the joint campaign.

C-17. Generally, they manage by exception only. Routine administrative/personnel and logistics management is the responsibility of the JFC and the subordinate Service component commands. See Appendix F for more information on JFLCC J-1 and J-4 staff organization and responsibilities.