

APPENDIX 2

Responsibilities of the Combatant Commands and Service Components

The following descriptions of the responsibilities of the combatant commands and their service components are extracted from Joint Pub 0-2, *Unified Action Armed Forces (UNAAF)*, and Joint Test Pub 3-0, *Doctrine for Unified and Joint Operations*. In these publications, the term *commander in chief* designates a commander of a unified or specified command. Unified and specified commands are known collectively as combatant commands.

3. Primary [Peacetime] CINC Responsibilities

a. Prepare for War. CINCs prepare for war by planning and organizing for war during peacetime.

(1) Plan for War. CINCs direct the development of campaign plans, subordinate supporting campaign plans, and major operations plans. They plan for contingencies, determine required theater force levels, and assess risks inherent in force shortfalls. Review of war plans is a continuous process. Lessons learned from exercises and crisis operations, changes in available forces, and reevaluation of the threat are incorporated in revisions of these plans, providing current plans that can be executed if needed.

(2) Organize for War

(a) Organizational Considerations. The organizational structure of a combatant command is at the discretion of the combatant commander and is based primarily on mission; objectives; tasks; the nature and scope of US military operations; the capabilities of, and the doctrinal compatibility among, allied and US forces; and strategic and operational force mobility. CINCs also consider time and space available, logistic considerations, and geographic, environmental, political, economic, and social coherence and diversity of their theaters. CINCs can organize their commands on an area basis, functional basis, or a combination of the two. In either case, the

organizational structure should facilitate the efficient integration of the components while optimizing the capabilities of each Service. . . .

(b) Logistic Considerations. Regardless of the organizational option chosen, logistic considerations are vital. Logistic planning should be centralized, comprehensive, and continuous. Logistics must be considered before and during initiation of hostilities, during warfighting, and during conflict termination. . . .

(c) Mobility Considerations. Economy of force, mass, maneuver, and surprise depend on mobility. Mobility planning is centralized, depends on support from other CINCs and allies, and is inherently complicated by scarce transport resources. Mobility must be considered from prehostilities through war termination. . . .

b. Deter War. Proper preparation for war contributes to deterrence by convincing adversaries that their costs will be unacceptable and their chances of success will be minimal. War is deterred when an adversary judges that the objective to be attained is not worth the perceived cost and there is little likelihood of success.

c. Establish Command Relationships. Having determined the structure of their theaters, CINCs identify subordinate commanders and establish command relationships for assigned or attached forces that support both the developed plans and command organization. Supporting plans, organization, and command relationships clarify intent and contribute to unity of effort. In establishing command relationships, CINCs delegate authority to subordinates commensurate with their responsibilities. There are several levels of authority CINCs may delegate to subordinates. When CINCs perceive a need for decentralization and flexibility for subordinates, they delegate higher levels of authority. Proper application of this guiding principle will support CINCs' ability to provide centralized direction and the corresponding requirement for decentralized execution by subordinates. CINCs have been provided the authority to determine a combination of command relationships from among several doctrinal options. . . .

d. Participate in the Process of Providing Resources. As previously stated, CINCs develop theater strategies that, to be effective, must be provided adequate resources. Guidance is provided,

tasks are assigned, and forces and materiel are apportioned to CINCs by the JSCP [Joint Strategic Capabilities Plan]. As a result of planning, CINCs identify shortfalls in capability and establish component requirements. Shortfalls are identified to the Chairman, Joint Chiefs of Staff in accordance with the JSPS [Joint Strategic Planning System]. In addition, CINCs, through participation in the PPBS [Planning, Programming, and Budgeting System], communicate with component commanders, Chiefs of the Services, the Chairman, Joint Chiefs of Staff, and the Secretary of Defense on the adequacy of current guidance to accomplish assigned tasks. . . .

e. Develop Interagency Relationships. As senior military commanders within their AORs [areas of responsibility], CINCs determine the other US departments and agencies with which to interface and the actions, planning, and operations required of their forces in support of, or being supported by, those agencies. CINCs establish working relationships with all US diplomatic missions in their AORs, as well as their supporting country teams.

f. Provide Force Protection. Protecting the force from a wide range of threats is one of the most important CINC responsibilities. CINCs establish measures and procedures that preserve the combat power of their forces. . . .

g. Conduct Joint Training. CINCs plan for and conduct joint training to ensure that forces can perform those tasks considered essential to mission accomplishment. Toward this end, authoritative direction is provided to subordinate commanders regarding all aspects of joint training. Joint training requirements are prioritized and include: training facilities and simulators; development of joint training plans; participation in the development and assessment of the joint professional education system; coordination with the Chiefs of the Services on resources to meet training requirements; and evaluation of the effectiveness of training conducted.

h. Security Assistance. CINCs with assigned AORs, working closely with US diplomatic missions, participate in defining security assistance programs. . . . Properly executed, this program can strengthen alliances and build friendships with the nations in the

region, providing for political stability, enhanced deterrence, and military cooperation during conflict or war.¹

3. Primary [Wartime] CINC Responsibilities

a. Accomplish the Mission. In war, CINCs carry out assigned and implied missions in pursuit of theater strategic objectives derived from national and alliance strategic goals.

b. Protect US Interests. CINCs ensure the security of assigned forces and protect US interests in their theaters.

c. Establish Objectives. CINCs translate strategic direction into military objectives that, once gained, will lead to the attainment of the strategic objectives assigned the command.

d. Express Intent. CINCs express their strategic intent and their warfighting concept to superiors, subordinate commanders, and other CINCs.

e. Organize the Command. CINCs organize the command, conduct planning, and maintain a command and control system for execution of expected operations with the flexibility to contend with the evolving course of operations.

f. Assign Missions and Tasks. CINCs assign missions and tasks to subordinates and allocate resources and forces accordingly.

g. Ensure Readiness. CINCs ensure the continued training and readiness of forces under their command, as well as their integration into a joint, interoperable team.

h. Define Rules of Engagement. CINCs establish and disseminate ROE in accordance with guidance received from the NCA [National Command Authorities] and the Chairman, Joint Chiefs of Staff.

i. Orchestrate Operations. CINCs combine, sequence, and synchronize the operations of their assigned, attached, or supporting Service forces to exploit those forces' capabilities in ways that attain the command's objectives.

j. Adapt Operations. CINCs constantly assess the course of operations, their own capabilities, enemy capabilities and intentions, and emerging opportunities and then adjust their operations to the evolving situation.

k. Keep Superiors Informed. CINCs keep the NCA and Chairman, Joint Chiefs of Staff, informed of significant events in their theaters.²

3-26. Subordinate Commands. These commands consist of the commander and all those individuals, units, detachments, organizations, or installations that have been placed under the command by the authority establishing the subordinate command.

a. Subordinate Unified Command. When so authorized through the Chairman, commanders of unified commands may establish subordinate unified commands to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. Commanders of subordinate unified commands have functions, authority, and responsibilities similar to those of the commanders of unified commands. Such authority applies within the area of responsibility of the commander of the subordinate unified command and is subject to modification by the commander of the unified command. The commanders of Service components of subordinate unified commands have responsibilities and missions similar to those listed for Service component commanders within a unified command. The Service component commanders of a subordinate unified command will normally communicate directly with the commanders of the Service components of the unified command on Service-specific matters and inform the commander of the subordinate unified command as that commander directs.

b. Service Component Commands. A Service component command consists of the Service component commander and all those individuals, units, detachments, organizations, and installations under his command that have been assigned to the unified command. Other individuals, units, detachments, organizations, or installations may operate directly under the Service component commander and should contribute to the mission of the CINC.

(1) Designation of Service Component Commanders. With the exception of the commander of a unified command and members of the command's joint staff, the senior officer of each Service assigned to a unified command and qualified for command by the regulations

of the parent Service is designated the commander of the Service component forces, unless another officer is so designated by competent authority. In either case, assignment of any specific individual as a Service component commander is subject to the concurrence of the CINC.

(2) Responsibilities of Service Component Commanders. Service component commanders have responsibilities that derive from their positions in both the operational and the Service chains of command. Regardless of the OPCOM [operational command] arrangements within the unified command, the Service component commander retains responsibilities for certain Service-specific functions. Service component commanders are responsible to the commander of the unified command for the following:

(a) Making recommendations to the CINC on the proper employment of the forces of the Service component.

(b) Accomplishing such operational missions as may be assigned.

(c) Selecting and nominating specific units of the parent Service component for assignment to other subordinate forces. Unless otherwise directed, these units revert to the Service component commander's control when such subordinate forces are dissolved.

(d) Conducting joint training, including the training, as directed, of components of other Services in joint operations for which the Service component commander has or may be assigned primary responsibility, or for which the Service component's facilities and capabilities are suitable.

(e) Informing their CINC of planning for changes in logistic support that would significantly affect his operational capability or sustainability sufficiently early in the planning process for the CINC to evaluate the proposals and exercise approval authority prior to final decision or implementation. If the CINC does not approve the proposal, he will forward the issue to the Secretary of Defense for resolution. Under crisis action or wartime conditions, and where critical situations make diversion of the normal logistic process

necessary, Service component commanders will implement directives issued by the CINC.

(f) Developing program and budget requests that comply with CINC guidance on warfighting requirements and priorities. The Service component commander will provide to the CINC a copy of his program submission prior to forwarding it to the Service headquarters. The Service component commander will keep the CINC informed of the status of CINC requirements while Service programs are under development.

(g) Informing the CINC of program and budget decisions that may affect operational and contingency planning. The Service component commander will inform the CINC of such decisions and of program and budget changes in a timely manner during the process in order to permit the CINC to express his views before final decision. The Service component commander will include in this information Service rationale for nonsupport of the CINC's requirements.

(h) The Service component commander also is responsible within the unified command for the following Service functions:

1. Internal administration and discipline.
2. Training in own Service doctrine, tactical methods, and techniques.
3. Logistic functions normal to the command, except as otherwise directed by higher authority.
4. Service intelligence matters.

(i) The Service component commander is responsible for providing, as requested, supporting operational and exercise plans with necessary force data to support missions that may be assigned by the CINC.

(3) Communication With a Service Chief. Unless otherwise directed by the CINC, the Service component commander will communicate through the unified command on those matters over which the CINC exercises OPCOM or directive authority. On Service-specific matters such as personnel, administration and unit training, the Service component commander will normally communicate

directly with the Service Chief, informing the CINC as the CINC directs.

(4) Logistic Authority. The operating details of any Service logistic support system will be retained and exercised by the Service component commanders in accordance with instructions of their Military Departments, subject to the directive authority of the CINC.³

Notes

1. Joint Test Pub 3-0, *Doctrine for Unified and Joint Operations*, January 1990, II-1 through II-7.
2. Ibid., III-1 through III-2.
3. Joint Pub 0-2, *Unified Action Armed Forces (UNAAF)*, 1 December 1986, 3-24 through 3-27.