



U.S. TRANSPORTATION COMMAND JECC



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JOINT ENABLING CAPABILITIES COMMAND NEWSLETTER

JANUARY 2012

JECC Commander's Message



Welcome to the January issue of the Joint Enabling Capabilities Command newsletter.

As we begin yet another exceptional year, the JECC is focused on the continued development of joint expertise we can bring to the joint force commander during the rapid establishment of a joint task force headquarters.

The JECC is committed to deploying the most qualified teams to fill requirements and ensures this process by tracking individual development and training of the necessary skill sets to efficiently and effectively establish, organize and operate a JTF HQ. To read more on how the JECC collectively trains and qualifies its members on a quarterly basis see page 7.

Likewise, the JECC's Joint Public Affairs Support Element, as the sole DOD trainer for joint public affairs, has been making strides to further educate other command staffs on the necessary public affairs skill sets required downrange. JPASE has provided highly skilled public affairs experts to a multitude of training exercises, highlighted on page 12.

A continual effort to maintain an alert-posture and respond on short notice to real-world missions is of greatest significance to the JECC. An article focusing on the command-wide effort to deploy JECC personnel within hours of notification is included on page 5.

Two such JECC teams recently returned after providing real-world support to U.S. Africa Command Headquarters and its service component headquarters, U.S. Army Africa. For more information on the support the JECC provided see page 9.

Additionally, the JECC continues to foster relationships with our higher headquarters, U.S. Transportation Command. In January 2012, the JECC demonstrated the command's capabilities to the USTRANSCOM leadership during a significant staff visit which is highlighted on the front page.

Also of note, two of the JECC's subordinate commands recently celebrated exceptional milestones. The Joint Communications Support Element celebrated their 50th anniversary (page 4) and the former JECC Joint Deployable Team was officially renamed as the Joint Planning Support Element (page 3).

The JECC is committed to providing high quality, timely and professional joint capabilities as we continue to enhance the employability of our personnel. This has been an exciting year so far and we are looking forward to future requirements.

I hope you enjoy the latest issue of the JECC newsletter and thank you for your continued support and interest in the command.

Respectfully,

S. A. Stearney
Rear Adm., U.S. Navy
Commander, Joint Enabling Capabilities Command



JECC members return from supporting USAFRICOM and USARAF during Operation Odyssey Guard

Page 9



The JECC's expanding mission calls for additional Reserve Component team members.

Page 10

LET US KNOW WHAT YOU THINK OF THIS ISSUE.

Very Informative, Informative, Not Informative

USTRANSCOM leadership learns more about the capabilities of the JECC

Whitney Williams
USTRANSCOM JECC



Photo by: JECC JCSE

A Joint Communications Support Element member, U.S. Army Spc. Joseph Baker (center), briefs U.S. Air Force Gen. William M. Fraser III, (right) Commander of U.S. Transportation Command, on the capabilities of the Early Entry Package during Fraser's visit in January 2012. JCSE, a subordinate command of the Joint Enabling Capabilities Command, maintains a variety of scalable communications packages that can provide classified and unclassified network access.

In January 2012, the Commander of U.S. Transportation Command, U.S. Air Force Gen. William M. Fraser III, visited the Joint Communications Support Element, a subordinate command of the Joint Enabling Capabilities Command, to learn more about what the command can offer to the joint force commander.

On Jan. 9, 2012, Fraser traveled to Tampa, Fla. to gain additional knowledge of the capabilities of JCSE, which rapidly delivers secure, reliable and scalable command, control, communications to joint force headquarters worldwide. Fraser previously visited the JECC headquarters and the command's two other subordinate

commands - the Joint Planning Support Element and the Joint Public Affairs Support Element - but this was his initial visit to JCSE.

During the commander's one-day trip, JCSE leadership and staff explained the capabilities of some of their most prevalent communications equipment packages. Fraser was provided with an extensive demonstration of the:

- Initial Entry Package, a commercial airline checkable equipment set that can support up to four users with classified/unclassified network access

USTRANSCOM leadership learns more continued on page 2.



USTRANSCOM leadership learns more about the capabilities of the JECC

USTRANSCOM leadership learns more continued from page 1.

to include secure/non-secure voice and video teleconferencing capabilities

- Early Entry Package which provides identical capabilities to the IEP but can support up to 40 users
- Joint Airborne Communications Center/Command Post, an enroute command center that provides the joint force commander with secure voice and data communications on board a C-130 aircraft
- Mini-Core, an equipment set that builds upon the EEP and adds additional capabilities such as a pre-wired tables that allow for a separation between secure/non-secure networks and the collateral material needed to operate in an austere environment, if necessary

It was important for Fraser to gain additional knowledge of the unique capabilities resident within the JECC, as the command was recently reassigned under USTRANSCOM,

“I was very impressed with the technical skills, depth of experience and esprit-corps of the JCSE team,” Fraser stated.

“Whether supporting a small unit mission in an austere environment or ensuring the connectivity of our military’s senior leaders and their staff, [JCSE] can always be counted on to complete the mission.”

*- U.S. Air Force Gen. William M. Fraser, III
Commander, U.S. Transportation Command*

“Whether supporting a small unit mission in an austere operational environment or ensuring the connectivity of our military’s senior leaders and their staffs, they can always be counted on to complete the mission.”

Additionally, this offered Fraser an opportunity to meet with JCSE members who recently returned from deployments supporting Operation Enduring Freedom and Operation New Dawn and express his gratitude for their service with the presentation of command coins.

The JCSE leadership concluded Fraser’s visit by providing the Commander with a plaque commemorating JCSE’s 50th anniversary, which they recently celebrated on Dec. 9, 2011. ■



Photo by JECC JCSE

A Joint Communications Support Element member, U.S. Army Staff Sgt. John Lane, (pictured left) explains the Joint Airborne Command and Control/Command Post communications package to U.S. Air Force Gen. William M. Fraser, III (pictured center), Commander of the U.S. Transportation Command, as additional JCSE members operate the system. Fraser visited JCSE, a subordinate command of the Joint Enabling Capabilities Command, on Jan. 9, 2012 to gain a working knowledge of the command’s intricate capabilities.



Photo by JECC JCSE

The Joint Communications Support Element Commander, U.S. Marine Corps Col. Steve Corcoran (left) presents U.S. Air Force Gen. William M. Fraser, III, Commander of the U.S. Transportation Command, with a plaque commemorating JCSE’s 50th anniversary. JCSE, a subordinate command of the Joint Enabling Capabilities Command, celebrated their 50th anniversary on Dec. 9, 2011.



JECC subordinate command is renamed to bring additional cohesiveness

Whitney Williams
USTRANSCOM JECC

In a small ceremony held on Jan. 20, 2012 at the Joint Enabling Capabilities Command's headquarters in Norfolk, Va., the former Joint Deployable Team, a subordinate command of the JECC, was renamed as the Joint Planning Support Element.

The JPSE provides rapidly deployable, tailored, ready, joint planners, operators, logisticians, knowledge managers, and intelligence specialists in order to accelerate the formation and increase the effectiveness of newly formed joint force headquarters.

Commander of the JECC, U.S. Navy Rear Adm. Scott Stearney, spoke of JPSE's value within DoD.

"Joint force commanders are only as capable as their ability to continually evolve in a changing environment," he stated. "The joint planners from the Joint Planning Support Element create the conditions for success in this arena."

The new JPSE name effectively depicts a significant focus on the variety of operational-level planning capabilities resident within the command. In addition, the name change reflects cohesiveness among the JECC's two other subordinate com-

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*- U.S. Navy Rear Adm. Scott Stearney
Commander, Joint Enabling Capabilities Command*

mands - the Joint Communications Support Element and the Joint Public Affairs Support Element.

The JPSE Commander, U.S. Army Col. Mike Corson, who served as a speaker during the ceremony, highlighted the components of JPSE that he hopes to keep consistent in the future, such as the members' fluency in joint doctrine and their readiness to deploy at a moment's notice.

"Timeliness, readiness and quality of the joint planners will not change," he said. "We will continue to use the joint operation planning process as a guide and provide solutions to the joint force commander."

During the ceremony, JPSE also unveiled their new command emblem which was recently completed by the U.S. Army Institute of Heraldry, an organization established in 1960 to provide coats of arms, decorations, official seals and organizational emblems for every service

branch.

U.S. Air Force Lt. Col. Richard Hughes, a JPSE member, spoke of the importance of unique emblems during the ceremony.

"A command's distinctive emblem uses colors and symbols for the purpose of organizational identification," he explained.

The JPSE emblem contains a variety of elements which symbolize the significant facets unique to JPSE including its worldwide, rapid deployment capability and the early leadership role the command takes as a temporary bridging solution to a joint task force headquarters.

Through its subordinate commands, the JECC provides mission-tailored, ready joint capability packages to combatant commanders in order to facilitate the rapid establishment of joint force headquarters, fulfill Global Response Force execution and bridge joint operational requirements.

For more information on the JECC, visit <http://www.ustranscom.mil/jecc>. ■



Photo by USTRANSCOM JECC

U.S. Navy Rear Adm. Scott Stearney, Commander of the Joint Enabling Capabilities Command (pictured right) and U.S. Army Col. Mike Corson (left), Joint Planning Support Element Commander, unveil the new emblem of JPSE. The emblem, designed by the U.S. Army Institute of Heraldry, contains elements which depict the various aspects of JPSE.



Joint Communications Support Element marks 50th anniversary with 50-mile relay run

U.S. Army Master Sgt. Mark Swart
JECC Joint Public Affairs Support Element

Service members from the Joint Communications Support Element found themselves in a familiar situation as they relied on teamwork in small groups to accomplish a challenging mission.

Running through the night of Dec. 8, 2011 and into the early morning of Dec. 9, 2011, teams from each JCSE squadron completed a 50-mile relay run at the fitness center track on MacDill Air Force Base.

The element, which specializes in sending small teams of communications specialists on short notice to support DoD forces in contingencies worldwide, ran in a mass formation of more than 200 service members back to headquarters where they took time to observe the significance of the day.

U.S. Navy Rear Adm. Scott A. Stearney, Commander of the Joint Enabling Capabilities Command, the higher headquarters for JCSE, spoke to the unit after the run.

"Because of the many thousands and three generations of service members who have come before you, the next 50 years is just the beginning," Stearney said. "You all carry a special place in our hearts today."

He added that leadership, especially from the noncommissioned officers, had been one of the keys to mission success for the element. He said that JCSE service members are the "essence of what a joint warrior is today. You have the ability to quickly set up command and control wherever and whenever needed."

U.S. Marine Corps Col. Stephen Corcoran, Commander of JCSE, noted that even on special occasions such as this, the mission never stops. "Nearly one third of JCSE is deployed or in motion right now. Today we stop to reflect on the past 50 years and to



Photo by JECC/JCSE

The Commander, Joint Enabling Capabilities Command, U.S. Navy Rear Adm. Scott Stearney (front row left), the President of the Joint Communications Support Element Veterans Association, Mr. David Jones (front row center), and the Commander, JCSE, U.S. Marine Corps Col. Stephen Corcoran (front row right), lead the command as they finish up the final leg of the 50-mile commemorative run. Teams of JCSE members from across the command, located at MacDill Air Force Base in Tampa, Fla. ran through night of Dec. 8, 2011 and into the early morning of Dec. 9, 2011 as they celebrated JCSE's 50th anniversary.

think about the future," he said.

Corcoran presented three special 50th anniversary commemorative JCSE posters at the ceremony. The first print went to Command Sgt. Maj. (Ret.) David Jones, who was the command sergeant major for JCSE in the mid and late 80s.

"This is one of the most distinctive honors I've received," Jones said. He said that in the 20 years since he has retired from the unit, the amount of gear that used to take up 11 C-141 aircraft could now fit in the back of a truck. "I think JCSE drives the train in terms of causing the services to stay technologically astute."

Jones was one of several veterans who attended the ceremony, all of the veterans and current service members received the anniversary print at a breakfast after the ceremony.

JCSE was originally formed as the Communications Support Element in 1961 with 415 Air Force and Army personnel, in 1972 the Navy and Marines joined the

element and it was renamed JCSE.

Some of the first missions for JCSE included deployment to the Belgian Congo in 1964 in support of Joint Task Force Leo and support during disaster relief after the Brownsville, Texas floods in 1968.

Today JCSE has the capability for mobile, initial entry, or early entry communications support for up to a 40-person joint task force in permissive and non-permissive environments. It can also support a larger joint task force headquarters and two joint special operations task force headquarters with anywhere from 40-1,500 users.

JCSE consists of more than 1,000 service members in both active and reserve component forces -- including three active duty squadrons, two Air-National Guard Squadrons, and one Army Reserve squadron.

In the past year JCSE has deployed service members in support of Operation Tomodachi, Japan, Operation Odyssey Dawn, Stuttgart, Germany, Operation Continuing Promise 2011, Central and South America, Operation New Dawn, Iraq, and Operation Enduring Freedom, Afghanistan

The JCSE is a subordinate unit of the U.S. Transportation Command's Joint Enabling Capabilities Command, based in Norfolk, Va. For footage of the run, you can visit: www.dvidshub.net/video/77473/jcse-team-deployment-load. ■

"JCSE members are the essence of what a joint warrior is today. You have the ability to quickly set up command and control wherever and whenever needed."

*- U.S. Navy Rear Adm. Scott Stearney,
Commander, Joint Enabling Capabilities Command*



Teamwork and unity of effort contribute to the JECC's rapid deployment capability

Julianne Sympson
USTRANSCOM JECC

The Joint Enabling Capabilities Command continually maintains an advanced level of readiness to ensure the highest quality mission-tailored teams deploy downrange within hours of notification. When JECC capabilities are requested, the command collaborates to validate all pre-deployment requirements and rapidly send the team downrange. The construct is three-fold; consisting of an alert-postured team ready to deploy at a moment's notice, a procedure documenting the team's ability to meet theater entry standards and a dedicated group of subject matter experts who assist the team with country briefs and specific mission planning.

To ensure a team is always ready to deploy, the JECC developed the concept of a ready, mission-tailored package. This modular and scalable package includes elements from each of the JECC's subordinate commands; the Joint Planning Support Element, the Joint Public Affairs Support Element and the Joint Communications Support Element. The mission-tailored packages function on a red, amber and green alert cycle and those in the green cycle assume an alert posture for a three-month period and are able to deploy within a few hours of notification. Once a request for JECC capabilities is received, a team is chosen from the



Pictured above, the Joint Enabling Capabilities Command members from the JECC J1, Mr. Keith Smith and Ms. Shelle Miller, prepare deployment folders to assist Joint Planning Support Element members with the administration requirements once they have been selected for an operational requirement. Deploying members on short notice is a team effort in the command.

also requires the command to follow a standardized pre-deployment process to successfully meet required timelines for missions. The JECC's Notification-Hour Outload sequence validates all deployment requirements from the time the deploying team is recalled and mustered until they reach their destination. Since the first time the process was initiated in 2009, the JECC's N-Hour Outload sequence has been continually improved to enable seamless and rapid deployments.

By following these requirements, JECC personnel are better prepared for short notice requirements and are ready to meet all known combatant commander theater entry requirements. This allows the deployers to focus on the impending mission and not the last minute training requirements, administrative actions and coordination of the movement process.

To facilitate the mission-tailored package construct and ensure the N-Hour Outload sequence is applied correctly, a JECC Deployment Working Group, consisting of subject matter experts from across the command's headquarter directorates was established. The main task of the DWG is to develop requirements and a plan to execute the administrative, training, medical, logistics and transportation necessary to meet mission requirements. Each DWG member is assigned tasks in their respective field of expertise and systematically updates the rest of the DWG every few hours on the pre-deployment progress. DWG members apply what they learned on the previous mission to the next mission.

Mr. Sam Henry, the J-37 Training Deputy Director who also serves as the Chairman of the DWG, spoke of the significance of

"Members [across the Joint Enabling Capabilities Command directorates] know the importance of rapidly deploying the JECC members and everyone in the Deployment Working Group makes it a priority of effort to get the package out the door."

*- Mr. Sam Henry,
JECC lead of the Deployment Working Group*

mission-tailored package to deploy for the operation. The deployment of a mission-tailored package automatically initiates the backfill of a new package for the next mission, assuming sufficient resources remain. This construct saves vital time and effort administratively once forces are requested for an emergent requirement.

The JECC's high operational tempo

An important piece in meeting the requirements of the N-Hour Outload sequence is the JECC's ability to continually maintain the highest state of individual and unit readiness of its personnel. Upon arriving to the JECC, all deployment personnel must complete the most stringent deployment standards before being assigned to an mission-tailored package.

Teamwork and unity of effort continued on page 6.



Teamwork and unity of effort contribute to the JECC's rapid deployment capability

Teamwork and unity of effort continued from page 5.

collaborating across the command.

"Members from the JECC J1 Personnel directorate, J3 Operations directorate, J4 Logistics directorate, J5/8 Plans and Programs directorate and J6 Communications Systems directorate know the importance of rapidly deploying the JECC members and everyone in the DWG makes it a priority of effort to get the package out the door," said Henry. "The team has a great work ethos and is very responsive to specific mission requirements to support the mission-tailored package."

Mr. Keith Smith, the DWG Lead for Administration/Personnel requirements, reiterated the significance of the group effort in deploying JECC personnel.

"The DWG helps streamline the process to ensure we work in a collaborative effort and as a cohesive unit for our deployers," said Smith. "We each have a vested interest in every DWG members' progress and we all work together to ensure there are no disconnects saving us valuable time."

Upon notification that a JECC deployment is approved, the mission-tailored package is recalled immediately to form the deployment team and the command assembles the DWG to cohesively and

"The Deployment Working Group helps streamline the process to ensure we work in a collaborative effort and as a cohesive unit for our deployers. We each have a vested interest in every DWG member's progress and we all work together to ensure there are no disconnects saving us valuable time."

- Mr. Keith Smith,

JECC member of the Deployment Working Group

collaboratively work together towards deploying the selected individuals. The DWG takes the lead in ensuring the N-Hour Outload sequence is followed so that the deploying members can focus on preparing for their impending mission.

As the mission-tailored package reports to JECC headquarters, in Norfolk, Va., the DWG verifies any remaining requirements not already covered in the JECC's standard pre-deployment training based on the deployment's geographic location and mission requirements.

"We confirm the members are trained to all JECC standards of training and readiness and also the combatant command's standards," explained Mr. Donald Williams, one of the DWG members, who manages training and readiness aspects of pre-deployment.

An additional part of the pre-deploy-

ment process is coordinated by DWG member, Ms. Barbara Mazyck, whose 25 years of experience as a military health manager in the U.S. Air Force has proven to be mission-essential.

"Each service has specific guidelines for medical requirements that are constantly changing even if they are deploying to the same area of operations," said Mazyck. "A close working liaison with the local medical facilities deployment cells ensures currency of the RJP team."

In addition to medical and training requirements, the J1 Personnel Division and the J4 Logistics Division contribute to the DWG by providing the administrative, logistics and resource management assets necessary for the RJP. This includes taking inventory of individual and unit equipment, consisting of weapons, ammunition and communications equipment, tailored for each mission.

Once the request is validated, the mission-tailored package is recalled, briefed on mission objectives, confirmed by the DWG as 100 percent deployable and then deployed within hours of notification.

Regardless of the mission requirements, the high level of individual professionalism of JECC personnel command-wide plays a vital role in accelerating the pre-deployment process and rapidly deploying the highly-trained JECC teams selected for each specific mission. The documented N-Hour Outload sequence greatly contributes to reducing the time it takes to deploy a tailored team. The JECC's unique ability to rapidly deploy within hours of notification can be directly attributed to the dedication and teamwork of the JECC headquarters and those deploying for the mission. ■



Photo by USTRANSCOM JECC

Once the orders are approved, the Joint Enabling Capabilities Command rapidly deploys personnel from its three subordinate commands, the Joint Planning Support Element, the Joint Public Affairs Support Element and the Joint Communications Support Element to accelerate the standup of joint task force headquarters. Pictured above, members from a mission-tailored package load a bus enroute to support their next mission set.



Joint Enhanced Training further prepares JPSE members for deployment

Julianne Sympson
USTRANSCOM JECC

The success of the Joint Planning Support Element, a subordinate command of the Joint Enabling Capabilities Command, stems from the training the members receive before deploying downrange. From Jan. 5 - 8, 2012, JPSE members from across the functional groups of operations, plans, knowledge management, logistics and intelligence support participated in the largest JECC Joint Enhanced Training exercise to date.

The quarterly JET event, which took place at JECC headquarters in Norfolk, Va., validated JPSE members' readiness to deploy and improved their core skill sets. It also allowed the JPSE's intelligence support group to exercise the JECC's familiarity with cyber operations for the first time.

The JPSE Commander, U.S. Army Col. Mike Corson, explained how the JET weekends are designed to increase JPSE personnel's operational planning expertise.

"JET weekends provide the JPSE with a wholesale forum for integrating all active and reserve members and functional teams in a training and learning environment as a single team to solve

"The Joint Enhanced Training scenarios facilitated the necessary training to better prepare our teammates to consider a broad spectrum of crisis requirements that may arise downrange. If we can't plan quickly, we can't respond effectively."

*- U.S. Navy Cmdr. Charles Smith
Member of the JECC Joint Planning Support Element*

complex planning problems."

Ninety members of the JPSE came together to build on JPSE's knowledge base and enhance the core competencies of each functional group. Additionally, the JET focused on mission readiness of JPSE personnel as they completed self-aid buddy care and weapons training to meet the JECC's standard deployment requirements. Upon completion of individual training, each group executed specific academic training to work through problem solving areas that they may experience during a crisis or contingency operation.

The functional training sections reinforced the fundamentals of the joint operation planning process. By working together the JPSE members further enhanced the likely skills that may be required during future operations.

JPSE member, U.S. Navy Cmdr. Charles Smith, helped coordinate the JET exercise

and commented on the importance of the event. Smith's real-world experience ensured the training was realistic and satisfied JPSE's training goals.

"The JET scenarios facilitated the necessary training to better prepare our teammates to consider a broad spectrum of crisis requirements that may arise downrange," said Smith. "If we can't plan quickly, we can't respond effectively."

The JPSE operations and plans teams worked together and focused on refreshing JPSE members' knowledge of the JOPP and joint doctrine. JPSE member, U.S. Air Force Col. Rick Watson, described how the group focused on the JOPP to further develop members' understanding of orders writing.

"The JET weekend built on the JOPP and provided consistent guidance on the fundamentals of what we do while supporting the joint force commanders," Watson stated.

The JPSE KM training addressed the critical KM requirements that may arise when a JTF is initially stood up. This included a full range of JTF planning processes as the KM team shared best practices used to support previous JTF operations.

JPSE KM member, U.S. Navy Capt. John Carter, helped coordinate and plan the KM training to ensure it was viable and engaging.

"The KM group exercised our personnel's ability to map critical processes within a JTF and present those elements in a collaborative environment to the JTF commander and his staff," Carter explained.

The JPSE logistics group focused on the team's proficiency to conduct logistics-based mission analysis. JPSE member, U.S. Air Force Maj. George Dowdy,



Pictured above, U.S. Army Maj. Curtis Craig, a reserve member of the Joint Planning Support Element, administers cardiopulmonary resuscitation to a training dummy during the self-aid buddy care portion of the Joint Enhanced Training weekend. JPSE members completed individual readiness requirements, such as SABC training, in addition to a comprehensive training focused on enhancing their joint planning skill sets.

Photo by USTRANSCOM JECC

*Joint Enhanced Training prepares JPSE members
continued on page 8.*



Joint Enhanced Training further prepares JPSE members for deployment

Joint Enhanced Training prepares JPSE members continued from page 7.

commented on how the JET broadened their understanding of essential logistics requirements.

“JPSE members shared real-world experiences of how logistics requires a high level of cross-functional interaction within the staff and is vital to successfully bring the appropriate manning, resources and capabilities together in support of a JTF operation,” Dowdy explained.

Unique to this iteration of the JET, the JPSE IS group worked through a cyber operations scenario which included representatives from each of the JECC’s subordinate commands: JPSE, the Joint Communications Support Element and the Joint Public Affairs Support Element. This portion further enhanced intelligence planning skills and demonstrated how the JECC could potentially respond to a cyber attack.

The JECC J2 Intelligence Director, U.S. Navy Capt. Susan Vitale, facilitated the IS training and was eager to share her comments from an intelligence perspective.

“Intelligence is important in all aspects of the JOPP to provide accurate insight to the planning effort,” stated Vitale. “This training was a phenomenal opportunity to leverage intelligence support and highlight intelligence requirements from each of the JECC’s subordinate commands for an integrated intelligence approach to cyber operations.”

The quarterly JET provides an opportunity to build team camaraderie, further integrate JECC reserve members and collaborate on best practices, processes and procedures. In addition, the JET was an exceptional venue to validate the deployability and employability of JPSE personnel and provided an opportunity for the command to train for potential future operations in cyber warfare. ■



Pictured above, members of the Joint Planning Support Element, a subordinate command of the Joint Enabling Capabilities Command, complete tactical warrior skills training at the U.S. Marine Corps’ Camp Allen shooting range in Norfolk, Va. to ensure they are fully qualified on the M-16 rifle and M-9 pistol. During the Joint Enhanced Training event, both active duty and reserve members from JPSE completed requirements so that they are fully deployable on short notice.

Photo by USTRANSCOM JECC

“This training was a phenomenal opportunity to leverage intelligence support and highlight intelligence requirements from each of the JECC’s subordinate commands for an integrated intelligence approach to cyber operations.”

*- U.S. Navy Capt. Susan Vitale,
J2 Intelligence Director, Joint Enabling Capabilities Command*



Members of the Joint Planning Support Element, a subordinate command of the Joint Enabling Capabilities Command, routinely attend training events to enhance their operational-level joint planning skill sets. Pictured above, JPSE members, U.S. Navy Cmdr. Nanette Miller (left) and U.S. Army Maj. Joel Houk, collaborate during a crisis action planning scenario as part of the Joint Enhanced Training which took place at JECC headquarters from Jan. 5-8, 2012.

Photo by USTRANSCOM JECC



JECC members return from supporting USAFRICOM and USARAF during Operation Odyssey Guard

Julianne Sympson
USTRANSCOM JECC

The final Joint Enabling Capabilities Command members who deployed for Operation Odyssey Guard returned home on Jan. 5, 2012 after supporting joint operational planning efforts at U.S. Africa Command, located in Stuttgart, Germany, and one of its service component commands, U.S. Army Africa, headquartered in Vicenza, Italy. Two teams of joint planners from the Joint Planning Support Element, a subordinate command of the JECC, supported USAFRICOM efforts in response to the Libyan contingency operations at both the headquarters staff-level and the joint task force HQ-level. By providing support to both HQ, the JECC teams strengthened collaboration and brought extensive joint operational expertise to the mission.

JPSE regularly provides joint force commanders with expertise in operations, plans, knowledge management, intelligence support and logistics – key functional areas in the joint operation planning process as a JTF HQ is being stood up. JPSE's real-world operational support across the globe fosters rela-

USAFRICOM HQs which further enhanced the staff's understanding of the JOPP.

The JECC regularly supports joint operations at the JTF-level, however, USAFRICOM requested an initial team of JPSE members to support their HQ staff in the Future Operations directorate. The JECC assisted in USAFRICOM's joint planning efforts of the U.S.-only operations in response to the Libyan civil unrest in 2011 which ran parallel to NATO's Operation Unified Protector led by the U.S. allied partners. Operation Odyssey Guard was established following the Chairman of the Joint Chief of Staff's guidance regarding additional mission sets focused on protecting U.S. interests in Libya.

The team of six JPSE members, who deployed from July to November 2011, were



Photo provided by JECC JDT

Pictured above, U.S. Air Force Lt. Col. Trae York (far left) and his team deployed from July to November 2011 and were integrated into U.S. Africa Command's Future Operation directorate. These members of the Joint Planning Support Element were key contributors to USAFRICOM's Operation Odyssey Guard which focused on Libya-related planning.

direct coordination with the Department of State, Department of Defense, the Joint Staff and USAFRICOM's subordinate commands.

"We were fully integrated in USAFRICOM Future Plans and gained invaluable insight on what the Joint Staff was interested in and what requirements they were most focused on receiving from the HQ-level," said York. "This deployment expanded our horizons in planning support during real-world operations and was a true application of our capabilities."

Soon after the first team's deployment, USAFRICOM designated USARAF as JTF – Odyssey Guard to execute the tactical level planning efforts for all U.S.-led operational requirements in Libya. An additional 20 JPSE members deployed to USARAF HQ in Vicenza, Italy to fill key positions on the JTF-OG staff and assist in their joint operational planning efforts.

Although the JTF was formed prior to USAFRICOM's request for support, the JECC's familiarity with USARAF's processes and their expertise in applying the JOPP allowed them to be value-added members of the planning process immediately upon arrival. JTF-OG focused on the reestablishment of the U.S. Embassy in Libya and the successful transition of Libya to a stable environment following the civil unrest and leadership change in the country. The JPSE helped codify standard operating procedures, lead operational planning

JECC members return from supporting USAFRICOM continued on page 10.

"This deployment expanded our horizons in planning support during real-world operations and was a true application of our capabilities."

*- U.S. Air Force Lt. Col. Trae York
Joint Deployable Team member and Team Lead*

tionships and increases the combatant command's knowledge of the support the JECC can provide for an emerging crisis or contingency.

Over the past few years, the JECC has developed an enduring relationship with USAFRICOM and USARAF by providing and participating in several training opportunities for their staffs. The JECC's participation in USAFRICOM's Judicious Response series has fostered relationships and improved USAFRICOM's joint planning knowledge base. In addition, the JECC has regularly invited USAFRICOM personnel to attend the command's in-house Joint Enabling Capabilities Planners Course and has also provided a tailored JEC PC at

familiar with USAFRICOM's processes and procedures and applied their broad level of JOPP experience to integrate into the HQ staff with ease. The JECC personnel helped develop the mission analysis and support the Libya-related planning efforts for Operation Odyssey Guard and assisted in responding to requests for information from the Joint Staff. The JPSE team developed key concepts of operations and other planning efforts in regards to safeguarding materials of concern and continuing support to the incumbent Libyan government.

U.S. Air Force Lt. Col. Trae York, the JPSE lead supporting USAFRICOM HQ, monitored his team as they provided



JECC members return from supporting USAFRICOM and USARAF during Operation Odyssey Guard

JECC members return from supporting USAFRICOM continued from page 9.

teams and provide planning expertise to keep efforts aligned with the JTF CDR's intent.

For instance, in late October 2011, JECC members played a key role in the successful medical evacuation of several wounded Libyan civilians. This mission required careful coordination between DOD, DOS, the U.S. Agency for International Development and Libyan officials to transport the civilians for immediate medical treatment at specialized hospitals in Europe and the U.S.

JECC member, U.S. Navy Capt. William McKinley, led the JECC team at JTF-OG and also served as the JTF-OG Chief of Staff. In this key staff position, McKinley managed the day-to-day operations of the JTF including the planning efforts of the Libyan medical evacuation.

"The JECC arrived to support JTF-OG in the planning and execution of operational orders to restore order in Libya," said McKinley. "JPSE members filled significant staff positions and the JTF's planning efforts made a difference for the Libyan civilians who were medically evacuated from the country."

McKinley also commented on the importance of working together during emerging operations to expedite joint planning efforts.

"The relationship we developed with the JTF staff was the greatest legacy that

will carry forward from this deployment," he stated. "These enduring relationships proved to be effective as we supported the Libyan operations during this mission."

JECC member U.S. Navy Cmdr. Glen Leverette, who served in the JTF-OG staff under McKinley, added that USARAF's familiarity with the JECC and the level of experience the JPSE personnel brought to the planning process helped significantly.

"Having a common frame of reference and our familiarity with the JOPP was crucial to the mission," said Leverette. "The informal relationships we built through previous training opportunities with USARAF translated into operational effective-

ness to the JTF-OG mission."

The JECC's involvement at both the COCOM and JTF-level cultivated direct coordination between the USAFRICOM and USARAF staffs and in turn enhanced operational efforts in the collaborative planning environment. In both instances, the JECC provided invaluable insight which increased the speed and precision of the products the JPSE members were providing to the operation. Overall, USAFRICOM's establishment of a JTF and leadership of a successful mission illustrated their ability to apply the JOPP effectively. This significant milestone can be directly attributed to the JECC's previous training support to USAFRICOM. ■



Photo provided by JECC JPSE

U.S. Navy Capt. William McKinley (far right) led a team of 20 Joint Planning Support Element members who deployed to U.S. Army Africa headquarters to support Joint Task Force - Odyssey Guard. The JPSE members participated in a number of significant planning efforts with JTF-OG including support to an aeromedical evacuation.

The JECC's expanding mission calls for more Reserve Component team members

Whitney Williams
USTRANSCOM JECC

U.S. Transportation Command's Joint Enabling Capabilities Command is seeking qualified Army, Navy, Air Force and Marine Corps Reserve Component service members for its Joint Planning Support Element headquartered in Norfolk, Va. The JECC's mission recently expanded as the command assumed a new mission in the wake of the disestablishment of the geographic combatant command's Standing Joint Force Headquarters.

The JECC expects an increase in operational tempo and in order to be ready to respond to requests for support, the JECC is seeking additional Reserve Component members for the JPSE. A subordinate command of the JECC, JPSE consists of personnel who are trained in the planning and execution of joint military operations. JPSE members deploy to assist joint force commanders in establishing new headquarters for a broad range of missions.

The JECC has a global mission of providing tailored, ready joint capability packages to facilitate the rapid establishment of joint force headquarters and maintains

expertise in a variety of functional areas including operations, plans, logistics, knowledge management, intelligence, communications and public affairs. The DOD's confidence in the ability of the JECC to perform this critical mission illustrates the value and quality of the command to the joint warfighter.

Reserve Component members will be assigned to a specific deployment team where he or she will be on-call to deploy during a pre-defined period. Establishing

The JECC's expanding mission continued on page 11.



The JECC's expanding mission calls for more Reserve Component team members

The JECC's expanding mission continued from page 10.

an "alert window" provides predictability and flexibility for the Reserve Component service member that most other programs do not offer.

Once accepted, Reserve Component team members will fully integrate with Active Component members and participate in unit training activities that support the daily JECC mission throughout the year. The JECC trains Reserve Component members on joint operations and ensures their availability to deploy within hours of notification to support operations across the globe.

U.S. Army Maj. Doug Betts, a relatively new Reserve Component member in the JPSE, spoke of his motivation for joining the JECC.

"What really attracted me to the JECC was the chance to take part in real-world deployments across the globe," he said. "This was an opportunity to get in on the ground floor and be exposed to the operational-level of a variety of joint missions."

The ideal JPSE Reserve Component service member is a motivated military officer (O-4 to O-6) with a desire to gain experience in joint operational planning during real-world operations. Reserve Component members are fully integrated with active component personnel creating a "total force" unit that deploys together and builds upon each other's areas of expertise for even greater value to the joint force commander.

U.S. Navy Capt. Tom Savidge, the current director of the JECC's J9 Reserve Directorate and also the most frequently deployed member of the JECC, explained the benefit of the total force concept in today's military.

"The JECC is the model for 'total force' integration," he stated. "Reserve forces give the JECC a flexible, cost effective force structure in an increasingly resource-constrained environment."

In the past year, JPSE Reserve Component team members have supported some of the most highly-publicized U.S. military operations including:

- Operation Odyssey Dawn, the U.S.-led mission supporting the international



U.S. Navy photo by MC2 Daniel Viramontes

Joint Task Force - Odyssey Dawn staff members discuss command and control of the multi-phase international military operations. Active duty and reserve personnel from the Joint Enabling Capabilities Command's Joint Planning Support Element were deployed on board the USS Mt. Whitney (LCC/JCC-20) and assisted with the joint operational planning from February to April 2011.

- response to the civil unrest in Libya
- Operation Pacific Passage, the mission to support the voluntary authorized departure of DOD dependants following the earthquake, tsunami and nuclear disaster in Japan
- Joint Task Force - Odyssey Guard, which was stood up to plan for any potential U.S. military missions in Libya following the fall of the regime of Moammar Gadhafi

U.S. Air Force Lt. Col. Charles Tuck, a member of the Reserve Component who recently returned from supporting JTF-OG, spoke of how rewarding it is to participate in a real-world operation.

"What I love about this job is that I can make a difference," he said. "I take great

unique and successful organizations in the DOD.

The JECC consists of three subordinate commands: the JPSE, the Joint Communications Support Element and the Joint Public Affairs Support Element. Through its subordinate commands, the JECC rapidly enables critical command and control capabilities and delivers tailored, mission-specific support to the joint force commander. For more information on the JECC, please visit: www.ustranscom.mil/jecc.or to submit an application, please send an email to: RC.jobs@ustranscom.mil. ■

"What I love about this job is that I can make a difference. I take great pleasure in planning military operations that are seen throughout the global media and for the most part, save lives."

*- U.S. Air Force Lt. Col. Charles Tuck,
Reserve Component member of the Joint Planning Support Element*

pleasure in planning military operations that are seen throughout the global media and for the most part, save lives."

With about a third of the positions left to fill, this opportunity offers Reserve Component service members the chance to be an integral part of one of the most



JPASE trains deployers on joint public affairs planning, execution

Julianne Sympson
USTRANSCOM JECC

The Joint Public Affairs Support Element, a subordinate command of the Joint Enabling Capabilities Command, provides joint public affairs expertise to the joint warfighter by participating in numerous exercises and training events each year. Within the past two months, JPASE has supported the execution of three such events: the Regional Command Southwest exercise, the Provincial Reconstruction Team training and the Joint Expeditionary Public Affairs Course. During each event, JPASE shared their expertise and enhanced the training audiences' understanding of joint public affairs and PA requirements while deployed.

During real-world operations, PA and communications strategy are critical to the initial phases of joint operational planning to ensure the commanders' message is synchronized and reaches the appropriate audiences. As the sole DoD trainer for Joint Public Affairs activities, JPASE provides their expertise to command staffs and offers valuable guidance on the authenticity of the PA aspects of various exercises. JPASE maintains relationships

with deployed PA specialists which provides timely, first-hand knowledge from the battlefield and contributes to JPASE's volume of expertise.

During the Regional Command Southwest exercise, which took place at Camp Pendleton, Calif. and Quantico, Va. from Nov. 30 – Dec. 16, 2011, JPASE provided

“Participation in this exercise...was an opportunity to ensure I MEF was ready to accomplish its mission as they prepare to deploy in the near future.”

*- U.S. Army Lt. Col. Mark Wright,
Joint Public Affairs Support Element member*

three planners to support the PA staff of the U.S. Marine Corps' I Marine Expeditionary Force as they trained for their upcoming deployment to Afghanistan.

A JPASE member supporting the exercise, U.S. Army Lt. Col. Mark Wright, role-played as the Chief of Operations and the International Security Assistance Force Joint Command Director of Communications to simulate the higher headquarters I MEF will report to while deployed. Wright explained that supporting this exercise was beneficial to both I MEF and JPASE.

“Participation in this exercise educated JPASE on I MEF's current mission in Afghanistan which will better prepare us if we are called to immediately support them,” Wright explained. “Most importantly though, it was an opportunity to ensure I MEF was ready to accomplish its mission as they prepare to deploy in the

near future.”

An observer trainer was also integrated into the exercise as part of the JPASE support to the regional exercise. JPASE personnel look at the public affairs personnel that were participating. The goal is to oversee how the unit PA conducts their functional responsibilities and at times recommend best practices from other units and their past experiences as PAOs or from actual in theater unit products to solve or use in the unit's functional activities.

“Taking a look from several steps back as an OT and not up close as training audiences do assists in providing the training audience a new or best practice approach to conducting PA activities,” said U.S. Army Lt. Col. Michael Indovina, PA observer controller for the exercise. The exercise also helped JPASE personnel prepare for future operations by getting to know other PA professionals and learn how other services conduct operational activities in the event they deploy with them in the future.

In addition, JPASE also provided support to another exercise focused on Afghanistan operations during the PRT training at Camp Atterbury, Ind. from Jan. 3 – 8, 2012. JPASE deployed two members to provide PA training support to the next rotation of personnel who will be deploying to Afghanistan. These PRT teams of approximately 75 joint military members deploy to regions throughout Afghanistan to help the local citizens connect with their government officials and to support the

JPASE trains deployers on joint public affairs
continued on page 13.



Photo by U.S. Army Staff Sgt. David Bruce

Members of the Provincial Reconstruction Team meet with role-players portraying village leaders of Afghanistan during a situational training exercise at Camp Atterbury, Ind. The PRTs are joint-service teams that help the people of Afghanistan connect with their government and assist with the rebuilding of the country's infrastructure. The Joint Public Affairs Support Element, a subordinate command of the Joint Enabling Capabilities Command, regularly assists the PRT training events to provide a realistic and authentic public affairs element by role-playing in various aspects of the training.



JPASE trains deployers on joint public affairs planning, execution

JPASE trains deployers on joint public affairs continued from page 12.

rebuilding of the country's infrastructure.

Before PRTs deploy downrange to replace their counterparts they go through three iterations of specialized PRT training. For the past few years JPASE has regularly supported each segment of the PRT training to demonstrate the necessary skills the PA staff may be required to use downrange. The January event focused on media training for the 12 newest PRTs preparing for deployment. JPASE participated as observer trainers and simulated media interviews with local Afghanistan news outlets.

Mr. Tom Mullican, a JPASE member, served as the lead PA planner and also role-played as an Afghanistan reporter.

"These guys do the real face-to-face, boots-on-the-ground work with local villages," said Mullican. "This is one of the most rewarding training events we support since the PRT personnel will basically be the face of the U.S. in Afghanistan."

Another example of the support JPASE recently provided includes a training course given at the Defense Information School, located at Fort Meade, Md. Military personnel from across the service branches regularly attend DINFOS for their military occupational specialty training.

From Dec. 5 – 8, 2011, JPASE provided one member to support the JEPAC, one of the more advanced PA courses for military personnel, which focuses on the day-to-day PA operations during an emerging expeditionary mission. As JPASE is extremely familiar with this kind of operation, their expertise was requested during the JEPAC to educate students on the skills needed to rapidly prepare and implement a communication plan for such an event.

JPASE member, U.S. Marine Corps Capt. Clinton Gebke, assisted the JEPAC instructors in ensuring their course was accurate based on his recent real-world experiences. He explained how JPASE's participation provided relevant and necessary insight to the JEPAC training audience.

"Through the academics and exercises offered by the course, PA officers learn how to integrate the communication plan in the planning process and I was able to provide an understanding of joint staff interaction from my real-world experiences to the academic environment," said Gebke.

Since arriving at JPASE, Gebke has deployed in support of U.S. Africa Command's Operation Odyssey Dawn in February 2011 and also supported the humani-



tarian assistance operations in Pakistan in August 2010. Those deployments coupled with the support he has provided during previous combatant command exercises allowed Gebke to share firsthand knowledge and best practices that will be beneficial to PA specialists as they support real-world operations.

JPASE's participation in diverse training environments significantly increases the ability of PA staffs to develop communication strategies for contingencies, theater security cooperation or emerging operational requirements. During each training event, JPASE demonstrated how to successfully meet continuously evolving PA challenges in various theaters of operations. JPASE's training support is unmatched as their members bring a wealth of real-world JPA experience and a high caliber of professionalism to the academic arena. ■

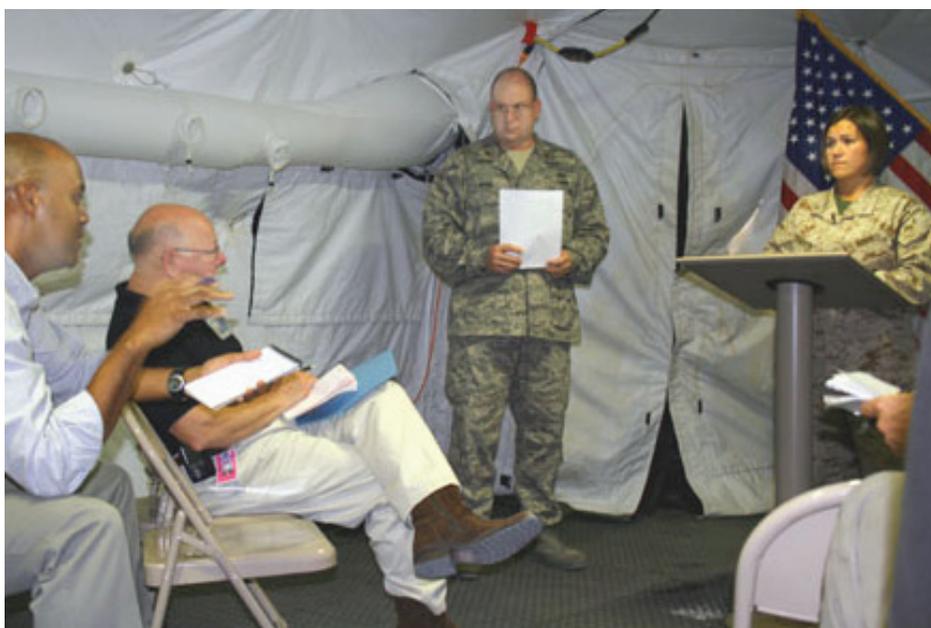


Photo by DOD - Defense Information School

U.S. Air Force Maj. Todd White (center) and U.S. Marine Corps Lt. Naomi Dorren (right) respond to questions from the Defense Information School faculty members during a previous iteration of the Joint Expeditionary Public Affairs Course. The Joint Public Affairs Support Element, a subordinate command of the Joint Enabling Capabilities Command, regularly supports the JEPAC and brings relevant lessons learned to the joint public affairs curriculum.



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WHAT DID YOU THINK OF THIS
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VERY INFORMATIVE

INFORMATIVE

NOT INFORMATIVE



U.S. TRANSPORTATION COMMAND
JOINT ENABLING CAPABILITIES COMMAND

Joint Enabling Capabilities Command (JECC) provides mission-tailored, ready joint capability packages to Combatant Commanders in order to facilitate rapid establishment of Joint Force Headquarters, fulfill Global Response Force execution and bridge joint operational requirements.

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