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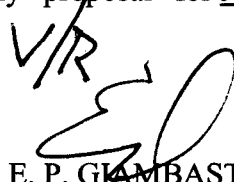
IN REPLY REFER TO:

J00
4 Oct 04

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Improvements to Jointness – Response to Singapore Snowflake

1. I have reviewed Lin Wells' summary of Singapore's military transformational efforts and appreciate the opportunity to provide you my thoughts on improving "jointness" within this context. I will specifically address the areas of Joint command and control, where I can speak from experience.
2. Singapore's emphasis on integrated command and control and warfighting experimentation are key enablers to jointness. U.S. Joint Forces Command (JFCOM) is working closely with the Services and Defense Agencies to develop fully integrated command and control capabilities. Further, we continue to reach out to our multinational partners to draw them into our exercise and experimentation programs. In fact, I personally extended an offer to Singapore's CNO to assign a liaison officer to JFCOM.
3. Singapore's decision to designate a "Future Systems Architect" and "fence" a portion of their budget for experimentation and future systems architecture development is noteworthy. In a similar vein, JFCOM's oversight of Joint Battle Management Command and Control is crucial to ensuring the relevance of this system-of-systems approach to our joint operational commanders. As we look to the future of Joint command and control, the key to success will depend on effective joint oversight and adequate resources. The use of the Joint Battle Management Command and Control Roadmap, signed by myself and Mike Wynne on 26 May 2004, as a directive document to guide Service and Agency acquisition efforts is a key element of JFCOM oversight per Management Initiative Decision (MID 912), signed by the Deputy Secretary of Defense on 7 January 2003. This roadmap is my "proposal" for Joint command and control in DoD.

V/R

E. P. GIAMBASTIANI
Admiral, U.S. Navy



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