



DEPARTMENT OF DEFENSE

U.S. JOINT FORCES COMMAND
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IN REPLY REFER TO:

March 2010

Ladies and Gentlemen,

As the second quarter draws to a close, I wish to extend my appreciation for your daily commitment and diligence in supporting our warfighters around the world taking the fight against our enemy. You continue to raise the bar of excellence on joint warfighting, and I'm confident that will continue.

In these times of constrained resources, we must continue to be mindful of our Nation's current economic reality. I directed the Chief of Staff to review each expenditure and every contract to ensure the command continues to use fiscal resources in the most responsible and efficient manner. We owe this not only to warfighters, but also to the American taxpayer who entrusts us with their hard-earned tax dollars. Each of us must be a good steward of the resources we receive as a matter of public trust. Each of you assisting in this effort has my thanks, but make no mistake - this takes a serious, unrelenting effort by all hands. I need you to stay alert and notify your chain of command if you spot wasteful or misguided efforts.

The Chief of Staff and J1 are leaning forward to transition our civilian workforce from NSPS to the GS system. This effort, directed by Congress, requires a great deal of work. Employees will experience no loss of or decrease in pay upon conversion from NSPS. The grade of the position will be determined using the same procedures and criteria currently in use for GS employees. During every step of the process, the command group will keep you informed. Questions will be answered directly and clearly. We owe our civil service workforce no less than an efficient and effective transition - you are critical to our mission accomplishment.

New versions of the Quadrennial Defense Review and the Joint Operating Environment have now been released. Each of you who contributed to their development can be proud of these documents. I'm proud to see the intellectual work you contributed. They are essential components to informing dialogue and discussion about the future of joint warfighting. Using this foundational work as a starting point, we will continue to support development of other capabilities important to our nation's defense, including those to counter weapons of mass destruction, enhance small unit performance, and improve distributed operations.

Recently, I requested Secretary Gates' support to change the name of U.S. Joint Forces Command to U.S. Joint and Coalition Forces Command. Across the enterprise, we work closely every day with our foreign liaison and exchange officers from partner countries around the world. This requested change reflects the reality of our day-to-day operations and codifies what I have already emphasized several times in public - we have a significant role when it comes to working with our NATO and coalition partners. Final approval of this request rests with civilian leadership. Until that decision is made, however, we maintain our current course as U.S. Joint Forces Command. Regardless of the outcome, I expect the same level of transparency, cooperation and information-sharing with our allies and partners that you have shown in the recent past.

Operationally, you continue to show great flexibility as we prepare forces to support operations in Africa, Afghanistan, and Iraq. You also demonstrated a heartening, can-do response in answering the requests from U.S. Southern Command to provide relief to the people of Haiti. Organizations from

across the command sent people and equipment with minimal notice to support Gen Fraser and his staff in Port-au-Prince, Guantanamo Bay, and Miami. Many already have arrived back home, but some still stand watch as the people of Haiti continue the long task of rebuilding. Well done to all who worked far afield and here at home in these very different operations.

The Commander's Decision Tool (CDT), even at IOC, is a game-changer as it provides the execution transparency we need to keep our workforce engaged on our top operational priorities. Our focus now must be on improving the reliability of the underlying data, and that requires that we begin using CDT as our basis for decision-making. I am doing just that. I've asked the Chief of Staff to provide me with a reasonable but aggressive timeline for establishing CDT as the primary venue for managing our work, our workforce, and our budget, with June 1 being the target date. Directors will need to make the transition to CDT well before then. We lag our civilian counterparts by a decade or more in this key management area, and we can no longer afford to get anything less than a full measure of worth for every joint war-fighting hour and dollar available. Data not displayed is data not acted upon, so as we move ahead with acting off CDT data, please ensure accuracy.

The Knowledge and Information Fusion Exchange (KnIFE) already began its transition to become part of the Joint Improvised Explosive Device Defeat Organization (JIEDDO), improving our ability to counter this persistent threat to warfighters on the front lines. This highlights another great example of your ability to develop a capability and transfer it to those who benefit from it most. All of you can take great pride in the success realized by JCOA's stewardship of KnIFE. It's a model we can refer to as we look to future efforts.

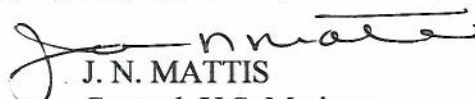
To realize increased integration, I directed the "reflagging" of some of our organizations as directorates to align them more closely with our efforts across the board. Whenever possible, we will break down barriers to synergy and focus on integration and sharing of assets to economize our efforts and achieve maximum benefit.

Computer security is another area where we must continue to excel. Eternal vigilance in the realm of cyber security is critical. This is the quintessential soft target in the eyes of our adversaries. It is incumbent upon all of us to "harden ourselves" to defeat the threat that continually probes our computer networks for vulnerabilities. To arm ourselves, we all must remain mindful of the latest directives and guidance, and each of us must employ those measures daily. There is no compromise on this front, and I expect everyone to hold the line on computer security.

Your efforts show a tremendous ability to adapt, keeping pace with new and emerging trends. This adaptability is required to keep our adversaries off balance as we keep pace with the speed of war. I appreciate everything you do to shore up the defense of our Nation, and I appreciate the continued support given to these efforts by our family members. Their support of this endeavor is also critical to our success. As always, I am confident you all will continue to excel in the great work you do every day.

Thank you, it's a pleasure to serve alongside you.

KEEP CHARGING!


J. N. MATTIS
General, U.S. Marines