

but this may mask deeper disagreements in the actual meanings of words. NATO joint functions are not exactly DOD joint functions—nor are they Army warfighting functions.

Finally, this brief history raises another set of questions that demand reflection. If the joint functions express the military's collective wisdom on how to best combine arms and cross domains—how to do jointness—then what should we conclude from the reluctance of the doctrine to put soft power concepts (information, most notably, but also intelligence and CIMIC) on equal footing as hard power concepts (fires, maneuver, protection)? Does the adoption of information as a joint function in 2017 resolve this problem, or do these same vulnerabilities persist? These and other questions about how to develop the right doctrine at the right time remain to be answered.

This historical understanding of the joint functions is intended to overcome the longstanding reluctance to place soft power elements of the modern battlefield on the same footing as hard power elements. Given that competitors are increasingly oriented toward exploiting our political vulnerabilities, getting the joint functions right—striking the right balance between hard and soft power—is more important than ever. JFQ

Notes

¹ James N. Mattis, memorandum, "Information as a Joint Function," September 15, 2017, available at <www.rmnda.army.mil/records-management/docs/SECDEF-Endorsement_Information_Joint%20Function_Clean.pdf>.

² Alexis G. Grynkeiwich, "Introducing Information as a Joint Function," *Joint Force Quarterly* 89 (2nd Quarter 2018), 6–7.

³ See, for example, John Gordon IV, "Joint Power Projection: Operation Torch," *Joint Force Quarterly* 3 (2nd Quarter 1994), 60–69; Williamson Murray, "The Evolution of Joint Warfare," *Joint Force Quarterly* 31 (3rd Quarter 2002), 30–37; and William O. Odom and Christopher D. Hayes, "Cross-Domain Synergy: Advancing Jointness," *Joint Force Quarterly* 73 (2nd Quarter 2014), 123–128.

⁴ Jan Angstrom and J.J. Widen, *Contemporary Military Theory: The Dynamics of War* (London: Routledge, 2015), 93–109.

Joint Publications (JPs) Under Revision (to be signed within 6 months)

JP 1, *Doctrine for the Armed Forces of the United States*

JP 2-0, *Joint Intelligence*

JP 3-10, *Joint Security Operations*

JP 3-31, *Command and Control for Joint Land Operations*

JP 5-0, *Joint Planning*

JP 6-0, *Joint Communications System*

JPs Revised (signed within last 6 months)

JP 3-02, *Amphibious Operations*

JP 3-07.4, *Joint Counterdrug Operations*

JP 3-09, *Joint Fire Support*

JP 3-16, *Multinational Operations*

JP 3-17, *Air Mobility Operations*

JP 3-30, *Command and Control of Joint Air Operations*

JP 4-0, *Joint Logistics*

JP 4-04, *Contingency Basing*

JP 4-09, *Distribution Operations*

JP 4-10, *Operational Contract Support*

⁵ Robert Leonhart, *The Art of Maneuver: Maneuver Warfare Theory and AirLand Battle* (New York: Ballantine Books, 1991), 93–94. See also Angstrom and Widen, *Contemporary Military Theory*, 95.

⁶ Angstrom and Widen, *Contemporary Military Theory*, 95.

⁷ Joint Publication (JP) 3-33, *Joint Task Force Headquarters* (Washington, DC: The Joint Staff, 2007).

⁸ Clinton J. Ancker III, "The Evolution of Mission Command in U.S. Army Doctrine, 1905 to the Present," *Military Review* (March–April 2013), 42–52. For a fuller history of U.S. Army doctrine, see Walter E. Kretchick, *U.S. Army Doctrine: From the American Revolution to the War on Terror* (Lawrence: University Press of Kansas, 2011).

⁹ Field Manual (FM) 100-5, *Field Service Regulations* (Washington, DC: Government Printing Office, 1914), 74–76.

¹⁰ FM 100-5, *Field Service Regulations* (Washington, DC: Government Printing Office, 1923), 11.

¹¹ FM 100-5, *Operations of the Army Forces in the Field* (Washington, DC: Headquarters Department of the Army, 1968), 1–5.

¹² The story of the 1976 and 1982 versions of FM 100-5 is recounted in Romie L.

Brownlee and William J. Mullen III, *Changing an Army: An Oral History of General William E. DePuy, USA Retired* (Washington, DC: U.S. Military History Institute and U.S. Army Center of Military History, 1986); and John L. Romjue, *From Active Defense to AirLand Battle: The Development of Army Doctrine, 1973–1982* (Fort Monroe, VA: Historical Office, U.S. Army Training and Doctrine Command, 1984).

¹³ Michael R. Melillo, "Outfitting a Big-War Military with Small-War Capabilities," *Parameters* (Autumn 2006), 22–35.

¹⁴ Allied Joint Publication (AJP) 3, *Allied Joint Operations* (Brussels: North Atlantic Treaty Organization [NATO], September 1, 2002).

¹⁵ Grynkeiwich, "Introducing Information as a Joint Function."

¹⁶ AJP-3(B), *Allied Joint Doctrine for the Conduct of Operations* (Brussels: NATO, March 16, 2011).