



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 3141.01E  
15 September 2011

## MANAGEMENT AND REVIEW OF JOINT STRATEGIC CAPABILITIES PLAN (JSCP)-TASKED PLANS

References: See Enclosure H.

1. Purpose. This instruction establishes responsibilities and procedures for the management and review of JSCP-tasked plans submitted to the Chairman of the Joint Chiefs of Staff (CJCS).
2. Cancellation. CJCSI 3141.01D, 24 April 2008, is canceled.
3. Applicability. This instruction applies to the combatant commands (CCMDs), Joint Staff (JS), Services, applicable Department of Defense (DOD) agencies, the National Guard Bureau (NGB), and components responsive to the Secretary of Defense (SecDef) and CJCS for the management and review of JSCP-tasked plans. Further, this instruction applies to U.S. Element North American Aerospace Defense Command (USELEMNORAD), U.S. Forces Korea, U.S. Forces Japan, and U.S. Cyber Command.
4. Policy. The CJCS reviews plans specified in the JSCP as well as other combined military plans, military plans of international treaty organizations, in accordance with (IAW) U.S.C. Title 10, Sec. 153, and as otherwise specifically directed by the SecDef. Guidance for campaign plan development is contained in references a and b. Guidance for development of other plans is contained in references a through f.
5. Definitions. See Glossary.
6. Responsibilities. See Enclosures A thru F.
7. Summary of Changes.

a. Changes the title from “MANAGEMENT AND REVIEW OF CAMPAIGN AND CONTINGENCY PLANS” to “MANAGEMENT AND REVIEW OF JOINT STRATEGIC CAPABILITIES PLAN (JSCP)-TASKED PLANS” for accuracy and to clarify the purpose, scope, and responsibilities relating to the plan review process.

b. Provides an improved and systematic structure to the instruction through better organization and ordering of enclosures.

c. Provides clarification to the plan scheduling process as well as updating Joint Chiefs of Staff (JCS) Tank procedures and other plan management key tasks.

d. Updates guidance on planning interaction with interagency (IA) entities outside DOD including clarification on a stand-alone, releasable, and collaboratively developed Annex V for IA plan review and coordination, and an overview of the Promote Cooperation (PC) process.

e. Updates and clarifies Guidance for Employment of the Force (GEF) and JSCP-tasked plans assessment processes and responsibilities.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the CCMDs), other federal agencies, and the public may obtain copies of this instruction through the Internet (reference g) from the CJCS Directives Electronic Library at [http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

9. Effective Date. This instruction is effective upon receipt.

For the Chairman, Joint Chiefs of Staff



WILLIAM E. GORTNEY  
VADM, USN  
Director, Joint Staff

Enclosure(s):

- A -- Plan Review Process Overview, Authorities, and Primary Responsibilities
- B -- In-Progress Reviews (IPRs)
- C -- Joint Planning and Execution Community Reviews
- D -- Planning for Interagency Integration
- E -- Plan Assessment
- F -- Joint Staff Subject Matter Expert Responsibilities
- G -- References
- GL -- Glossary

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## ENCLOSURE A

### PLAN REVIEW PROCESS OVERVIEW, AUTHORITIES, AND PRIMARY RESPONSIBILITIES

1. General. This document provides guidance on responsibilities for and activities associated with the management and review of JSCP-tasked campaign and contingency plans using the Adaptive Planning and Execution (APEX) system. The long-term intent of adaptive planning is to support campaign planning, deliberate planning for contingencies, and crisis action planning as one process. This instruction is intended to define only the campaign and contingency plan review portion of the overall process.

2. APEX Review Process Overview for JSCP-tasked plans.

a. The objective of a well developed and maintained deliberate plan is twofold; firstly, to provide a mechanism of continuous strategic and operational discussion regarding an existing or emerging threat, and, secondly, when directed, transition to and from execution as smoothly as possible.

b. APEX is a SecDef initiative to create a collaborative planning and execution system that facilitates the rapid development and maintenance of deliberate plans and, when necessary, the dynamic transition to execution. The initiative seeks to meld the best characteristics of the Joint Operation Planning Process (JOPP), Departmental experience with planning and the execution process within a common framework. This new construct supports a significantly faster production of high-quality plans that are more effective and efficient for global operations. The improved APEX process is incorporated in Joint Publication (JP) 5-0 and is further described in reference h.

c. The APEX plan review process consists of four core planning functions and products. These core planning elements are aligned with the four In-Progress Reviews (IPRs) of plan development and review:

(1) IPR-A: Planning function - Strategic Guidance; Planning product - Approved Mission and Assumptions.

(2) IPR-C: Planning function - Concept Development; Planning product - Approved Concept.

(3) IPR-F: Planning function - Plan Development; Planning product - Approved Plan.

(4) IPR-R: Planning function - Plan Assessment; Planning product – Dependent upon assessment results.

d. To ensure the continued relevance and improve the quality of planning, the APEX system features early and detailed planning guidance and frequent iterative evolving dialog during these four planning functions and products in the form of socialization updates between DOD senior officials, the JS, and military commanders and planners. The socialization updates facilitate an understanding of, and agreement on, the mission, planning assumptions, threat definitions, courses of action, risks, and other key factors such as IA and allied planning cooperation. In this sense, the plan is considered a “living” plan in terms of guidance, relevancy, and appropriateness because the CCMD, JS, and the Office of the Secretary of Defense (OSD) frequently review and evaluate the plan throughout its development. The socialization process concludes with an IPR to the SecDef and CJCS, or Under Secretary of Defense for Policy (USD(P)) and the Vice Chairman of the Joint Chiefs of Staff (VCJCS), resulting in a formally approved planning product or USD(P)/VCJCS recommendation to the SecDef to approve the planning product.

### 3. JSCP-tasked Plan Categories and Approval Authorities.

a. JSCP-tasked plans are organized in three categories by Office of the Under Secretary of Defense for Policy (OUSDP) in consultation with the SecDef for purposes of IPR review and management and listed as such on the J-5/Joint Operational War Plans Division (JOWPD) IPR annual calendar and historical tracker. The three plan categories are:

- (1) Plans briefed at IPR to SecDef/CJCS.
- (2) Plans briefed at IPR to USD(P)/VCJCS.
- (3) Plans not requiring IPRs.

b. The SecDef approves all JSCP-tasked plans but the review authority for each category of plans and the primary audience for each IPR are aligned with plan priority. Enclosure B provides further details relating to specific requirements for IPRs.

4. Primary Joint Staff Responsibilities. On the JS, the following directorates are the respective leads for both the management and review processes to support campaign planning, deliberate planning for contingencies, and crisis planning.

a. The Joint Staff Director for Strategic Plans and Policy (DJ-5) is responsible for management of JSCP-tasked campaign and contingency plans submitted to OSD via the JS. Sensitive or compartmented plans may be

managed differently IAW special handling procedures as directed by the SecDef with the advice of the CJCS, and as coordinated with the initiating Combatant Commander (CCDR).

b. The Joint Staff Director of Operations (DJ-3) is responsible for managing the process of developing and reviewing plans in a crisis action environment or when directed by the CJCS. The DJ-3 is also responsible for overseeing the execution of operations.

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## ENCLOSURE B

### IN-PROGRESS REVIEWS (IPRs)

#### 1. In-Progress Review Overview.

a. DOD IPRs ensure that plans remain relevant and respond to President of the United States and SecDef direction throughout plan development. Each IPR is a key element of the APEX system to make plans more comprehensive and inclusive by integrating DOD senior leadership guidance via regular, deliberate participation, and interaction.

b. Periodic DOD IPRs are completed at successive steps in the plan development process (Figure 1). These DOD IPRs constitute a disciplined dialog among the DOD senior leadership to shape plans as they are developed and maintained. DOD IPRs:

(1) Improve planning by ensuring that the plan addresses the most current strategic guidance and the CCMDs most recent analysis and assumptions.

(2) Provide the opportunity for discussion of key issues, assumptions, and concerns in order to identify and provide for the possibility to resolve planning obstacles and conflicts.

(3) Generate valuable feedback for planning staffs and provide a forum for guidance on coordination with the IA and multinational communities.

(4) Inform key leadership and staffs of progress in achieving goals, changes in the strategic or operational environments, new opportunities, and risk associated with plans that are being executed.

(5) At any point in this process, the CJCS may insert himself or the CCDR may seek the opinion and guidance of the CJCS on the state and direction of the command's deliberate planning.

c. The dialog between staffs and principals leading up to senior leader IPRs will be evolving in nature. Dialog will occur at several principal levels and as a result will be scalable in scope and detail depending on the collaborative audience.

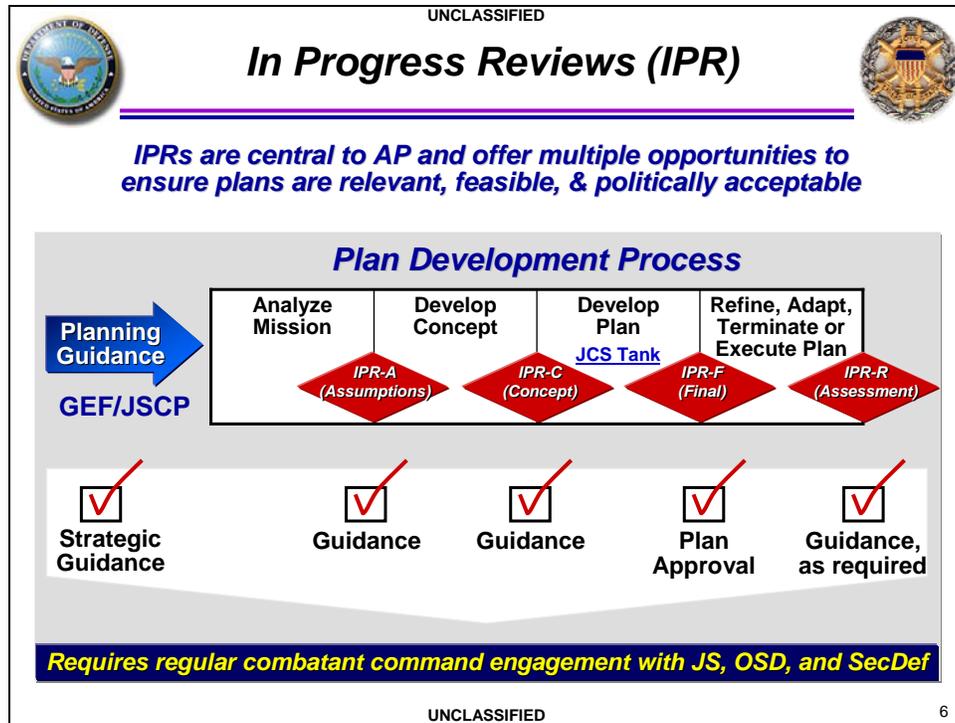


Figure 1. Plan Development Process

d. DOD IPRs occur during each of the four functions of the APEX process: strategic guidance, concept development, plan development, and plan assessment. Each of these functions will include as many DOD IPRs as necessary to complete the plan. Although these functions are generally sequential, they often overlap and may be combined (e.g., IPR A/C) in an effort to accelerate the overall planning process.

e. CCMDs should work with other USG agencies throughout the IPR process, see Enclosure D for more details on integrating efforts with the IA.

f. J-5/JOWPD initiates periodic plan reviews IAW prescribed timelines from plan approval or JSCP tasking. When appropriate, a longer review interval will apply for select plans. CCMD requests for delays to published timelines will be submitted to J-5/JOWPD and further coordinated with OUSD(P) Plans for mutual concurrence. Plans require an immediate review if there are significant changes in the strategic context: strategy, risk and/or tolerance of risk, assumptions, U.S. capabilities, enemy and/or adversary intent or capabilities, resources, or alliances. CCMDs are requested to contact J-5/JOWPD to discuss the requirement to schedule an IPR if significant changes occur.

g. Refinements to a plan to maintain it in a “living” state culminate with an IPR R. CCMDs can request a plan review be accomplished via a paper staffing process in lieu of IPR R meeting if the plan or plan assessment has not substantially changed since the last review. Paper review requests will be

coordinated thru J-5/JOWPD at least three months prior to the IPR due date. J-5/JOWPD will then coordinate the request with OUSD(P) Plans. If a paper review is approved, the SecDef or USD(P) approves the refinements through normal coordination mechanisms. If a paper review is not approved, J-5/JOWPD and OUSD(P) Plans will direct that the review be accomplished with an IPR and will then schedule the meeting accordingly. Generally, requests for back-to-back paper IPR Rs on the same plan will not be supported, as this practice stifles robust discussion of plans, which is a principle characteristic of the IPR process. JPEC reviews will be accomplished for all plan reviews, regardless of the type of review.

h. Following each DOD IPR, OUSD(P) Plans (in coordination with J-5/JOWPD) will staff an action memorandum to document decisions and Director, Joint Staff (DJS) or designee will jointly sign a Memorandum for the Record (MFR) with USD(P) or designee capturing the salient points of discussion and SecDef direction.

## 2. In-Progress Review Summary and Content.

a. The following guidance should serve as a baseline for summary and content and not as a checklist. However, it does not limit the discretion of the CCMD, JS, or OSD leadership and planners during the development and delivery of IPR briefings. Critical to all IPRs is an early dialog among CCMD, JS, and OSD planners to formulate what will be achieved during the IPR. A collaborative effort to frame the components of a successful IPR for all parties ensures a smooth and productive engagement among senior leaders.

b. The Joint Staff will provide the CJCS with an opportunity to provide an "Azimuth Check" early in the CCMD's specific plan development process in order to provide the best military advice IAW his Title 10, Section 153, responsibilities. An Azimuth Check should be conducted for plans prior to IPR A on newly tasked plans, on existing plans the CCDR desires to substantially revise, and on plans that require close coordination of effort between two or more CCMDs.

c. Broadly, all IPR briefs should include:

(1) A discussion of the Operational Environment (OE), including all factors and actors influencing the timely accomplishment of end states.

(2) Assumptions planning that include conditions the CCMD requires through all phases for the plan's success.

(3) Mission and Commander's Intent.

(4) Operational Approach.

(5) Relevant results of any assessments done to support planning.

(6) A discussion of risk – to include discussion on if assumptions prove to be false and on what risk can be mitigated or remains unmitigated.

(7) A discussion of ally/partner nation support to U.S. operations.

(8) A discussion of policy issues affecting the plan, including authorities, resources, and dependencies as a minimum.

d. During Global/Theater Campaign Plan (GCP/TCP) IPRs, which may occur in forums greater in nature than contingency plan IPRs, the CCDR should include:

(1) A discussion of the environment, the CCDRs global/theater strategy, and overall assessment of the CCDR's ability to accomplish the global/theater GEF end states and associated risks.

(2) A focus on how the CCMD will measure plan achievement of global/theater end states. In addition, key aspects of how the achievement is impacted by theater engagement concept, security cooperation, country engagement, interagency planning, and multinational planning.

(3) A summary of the Theater Posture Plan and Theater steady state activities, actions, and operations, to include major joint and combined exercises, Global Force Management (GFM) and resource management, phase 0 integration. In addition, how these efforts impacted the achievement of Intermediate Military Objectives (IMOs) in support of GEF end states.

(4) How the execution of the GCP/TCP has influenced the ability to deter, prevent, or shape the execution of contingency plans or how changes in the operating environment have caused a refinement and advancement to the planning efforts.

(5) Areas where challenges and opportunities exist, plus the impact of strategic communication to the environment.

(6) Key capability gaps, if any, of GEF global core and/or critical partners that hinder accomplishment of GEF end states.

e. Strategic Guidance IPR (IPR A). During IPR A, commanders present the results of their mission analysis and seek approval of their mission statement. This IPR should focus on solidifying guidance, establishing a common understanding of the OE and those factors that will challenge mission accomplishment. Commanders should brief and seek approval of required

planning assumptions that create the necessary conditions for the plan's success, review essential tasks, and other key planning factors that inform the development of the mission statement. Commanders should also identify additional information, analysis, or support they require from the IA and or multinational commands to facilitate further planning and communicate recommended IA/multinational support in further planning to OUSD(P) Plans and J-5/JOWPD for approval. These outcomes form the foundation for continued planning. Subsequent IPRs may revisit, refine, modify, or amend these outcomes. The CCDR incorporates guidance from IPRs into subsequent planning. The SecDef may include specific guidance for course of action (COA) development. The IPR A should include discussion on the following:

- (1) An assessment of the OE including a review of the adversary, friendly, and neutral actors, as well as the political, military, economic, social, information, and infrastructure elements impacting planning and influencing COA development.
  - (2) A definition of the problem facing the Joint Force Commander (JFC).
  - (3) Review of specified end states and the CCDRs proposed termination criteria.
  - (4) Critical assumptions upon which the plan is based. Some of these are provided in the national level planning guidance and others will be developed by the CCDR to establish the conditions required to successfully execute the plan. The risk associated with the required assumption failing to become fact prior to or during plan execution should also be discussed.
  - (5) Essential tasks (both specified and implied) used to derive the mission statement.
  - (6) Operational limitations.
  - (7) Proposed mission statement.
  - (8) Commander's initial operational approach – description of the anticipated broad actions the force must take in order to achieve the desired end state.
  - (9) Necessary IA/multinational input to facilitate further plan development.
- f. IPR-C. Transition to concept development is marked by a decision to develop military options. During the concept development step, CCDRs develop, analyze, and compare viable COAs and refine staff estimates.

(1) For IPR C, the commander broadly outlines how forces will conduct integrated, joint operations to accomplish the mission. Among other elements and as appropriate, the IPR C should include:

(a) Review of the strategic guidance, assumptions, termination criteria, and mission statement as well as any changes/modifications.

(b) Review of the OE and a succinct description of opposing forces' intent and their most likely and most dangerous feasible COAs.

(c) Recommended COA describing the commander's operational approach. The COA should include the elements of operational design as appropriate and a discussion of:

1. Objectives.

2. Key tasks.

3. Task organization and major capabilities required.

4. Main and supporting efforts.

5. Options within the COA that describe activities that may be executed to help achieve an objective. The COA should integrate a series of options that demonstrate how the command will rapidly transition as conditions change through the campaign or operation.

(d) Descriptions and assessments of alternate COAs and the rationale for not recommending them.

(e) Identification of branches and sequels that require future development.

(f) IA/multinational coordination accomplished to date, and identification of IA/multinational tasks requiring OSD coordination.

(g) Required ally/partner nation support to mitigate U.S. Capability gaps.

(h) Initial assessment of the level of risk associated with the concept and a review of the risks if the assumptions become invalid.

(2) During GCP/TCP IPR C, the CCDR should also include:

(a) A discussion of steady-state activities alignment with wider USG policy and activities.

(b) A concept of how the CCMD will measure plan achievement of IMO and progress toward global/theater end states.

(3) Transition to full Time-Phased Force and Deployment Data (TPFDD) development, in support of level 3T and level 4 plans, is marked by approval of a COA and/or plan concept.

(4) Initial Logistics Supportability Analysis (LSA) work will begin, for level 3T and above planning, during COA selection and be complete by the time the written plan is ready for initial Joint Planning and Execution Community (JPEC) review prior to IPR F IAW Enclosure C. For level 3T and above planning, the LSA will be presented to the Director for Logistics, the Joint Staff (DJ-4), as part of JPEC review and Joint Combat Capability Assessment (JCCA) plan assessments.

g. IPR-F. During IPR F, the CCDR should brief the concept of deployment (strategic movement and maneuver) and concept of operations as well as address issues that arose during plan development (e.g., key risks, decision points). The intended result of IPR F is SecDef understanding of plan ends, ways, means, and risk resulting in approval of the basic plan and required annexes, the resolution of any remaining key issues, and approval to proceed with plan execution and assessment (if applicable) with any amplifying guidance or direction.

(1) Prior to IPR F, the CCDR, staff, subordinate commanders and directors of supporting agencies (as appropriate for the level of plan being conducted) conduct deployment, employment, logistics, and sustainment planning; force contingency sourcing in coordination with the Joint Force Providers (JFP) and Military Departments as directed; comprehensive feasibility analyses; and other actions pursuant to guidance and direction received at other DOD IPRs.

(2) CCDRs planning with forces beyond what contingency sourcing can provide must identify those forces to the JS J-5/JOWPD, J-8 (Forces Division), and OUSD(P) Plans. This will enable senior leadership to better understand the competing demands to the National Defense Strategy/Quadrennial Defense Review and associated risk assessments that may result in the development of mitigation options or adjustments to strategic priorities.

(3) The result is the production of the appropriate JSCP prescribed planning level product (level 1-4). All plans will include planning for cyber activities in the base plan and include the appropriate areas of consideration identified as general planning guidance in the JSCP. Level 3 concept plans (CONPLAN) and level 4 operation plans (OPLAN) should contain Annexes A, B, C, D, J, K, R, S, V, W, Y and Z as described in reference d and as modified IAW

reference b, and to address areas such as IA, strategic communication (SC), and security cooperation activities. Level 4 plans and some designated level 3 plans will also have TPFDDs. Deviations will be highlighted to senior OSD and JS leadership during IPR socializations.

(4) When complete, the CCDR submits the plan summary, base plan, and required annexes to the CJCS for JPEC - comprised of headquarters, commands, and agencies that control some aspect of joint operations to include JS, the Services and their major commands, CCMDs and their Service components, sub-unified commands, and combat support agencies (CSA's) -- review IAW Enclosure C. For level 3T and above planning, the LSA will be presented to the DJ-4 as part of JPEC review. Subordinate Campaign Plans (SCP) that undergo a JPEC review will be reviewed and endorsed by the respective Global Synchronizer for planning. Once complete, the Global Synchronizer will endorse the plan via a letter to the SecDef routed through J-5/JOWPD, ensuring the alignment of specified planning and related activities IAW Enclosure C.

(5) Following JPEC review, the CCDR will present the plan to the CJCS in a JCS Tank before briefing the plan to the SecDef in IPR F. One of the main purposes of the JCS Tank is to have a detailed conversation with the CJCS and Services on the plan's force requirements. Force requirements that should be informed by the results of the contingency sourced Force Flow, Transportation Feasibility, and Logistic Conferences. J-5/JOWPD will coordinate a date on behalf of the CCDR with the DJS front office. For GCPs/TCPs, J-5/JOWPD may also coordinate socialization briefs to the Services prior to the briefing to the JCS Tank.

(6) After the JPEC review and JCS Tank review, the CCDR will present the plan to the SecDef for approval at IPR.

(7) Subject to OUSD(P) Plans coordination, the CCDR may request via J-5/OOWPD an update to other relevant USG departments and agencies as appropriate. Any comments received will be included as issues for consideration in the continuing periodic review process.

(8) In addition, for JSCP-tasks plans, after coordination with Deputy Assistant Secretary of Defense for Plans (DASD(P)), the CCMD will coordinate with J-5/JOWPD for release of its Annex V (IA Coordination), components of its Annex V, or a standalone document derived from Annex V (as appropriate for operational security and IA usability considerations) to relevant USG departments and agencies.

(9) When requested by the CCDR, supporting commands and agencies submit the final version of supporting plans, with the exception for National Intelligence Support Plans (NISP), to the CCDR within 90 days after SecDef

approval of the base plan. Supporting commands and CSAs should develop their support plans concurrently with the supported CCDR, coordinating their plans to integrate support and validating their ability to provide forces, equipment, and capabilities to the operation. Supporting plans use of force, personnel, and logistics will be integrated into the Force Flow, Transportation Feasibility, and Logistics Conferences for review and assessment. NISPs include a series of synchronized supporting plans from multiple Defense -level intelligence agencies and organizations, are staffed by the JS J-2 across relevant intelligence organizations and approved by the supported CCDR. As a goal, NISPs should be completed and submitted for CCDR approval within 120 days of SecDef approval of base plan.

(10) For TCP IPR F, DOD Components and supporting commands and CSAs submit their supporting plans to the CCDR within 90 days after SecDef approval of the TCP. DOD Components, supporting commands, and CSAs should develop their support plans concurrently with the TCP, coordinating their plans to integrate support and validating their ability to provide the forces, resources, and capabilities needed to support the TCP.

(11) During GCP/TCP IPR F, the CCDR should include an overall assessment of the command's ability to accomplish IMOs and a timeline for accomplishment. Furthermore, CCDR's should present progress toward the accomplishment of global/theater end states and describe how the CCMD measures this progress and achievement of IMOs.

h. IPR-R. During the period between F and R, the CCDR extends and refines planning while supporting and subordinate commanders complete their plans for review and approval. The CCDR continues to develop branch plans and other options for the SecDef and the President as required or directed. A key result of this IPR is the dialog with the SecDef regarding the direction of future planning, and a RATE recommendation. For campaign and contingency plans, the RATE decision will be based on the results of the campaign plan assessment, other CCMD assessments as deemed necessary, and conclusions from the IPR process.

(1) CCDRs will consider a number of factors as they assess and revise their plans. These key planning factors include, but are not limited to, changes associated with the following:

(a) Results of campaign plan and other relevant CCDR assessments that influence the RATE recommendation.

(b) Key planning factors (Strategic guidance, OE, facts, assumptions, and limitations; non-DOD USG department or agency or whole-of-government plans)

- (c) Force or enemy military capabilities and intent, to include adversary non-state actors.
- (d) USG, global, regional partner, and key supporting partner capabilities.
- (e) TPFDD analysis versus force and transportation availability comparison.
- (f) Readiness levels and availability of forces.
- (g) COA timelines.
- (h) Objectives (U.S. and enemy).
- (i) Alliances.
- (j) Input and feedback from socialization sessions with other USG departments and agencies.
- (k) CCMD assessment and its impact on the direction of future planning in order to make a recommendation to RATE the plan.

(2) GCP/TCP IPR R are unique within the IPR dialog because they contain two elements; the written plan that is being reviewed and the Phase 0 activities that are associated with the plan that are being executed at the time of review.

(a) GCP/TCP (written plan) review should include the key planning factors above and also address changes to:

1. CCMD GCP/TCP objectives, particularly those that support USG national strategic end states with respect to both building partnership capacity as well as meeting security requirements.

2. CCDR's ability to integrate across all steady-state (actual) activities and contingency (potential) operations within a particular CCMD, and also across other pertinent CCMDs.

(b) GCP/TCP (plan execution) review should include the results of the CCMDs campaign plan assessment IAW Enclosure E and address changes to:

1. The overall assessment of the CCDR's ability and timeline for accomplishing IMOs. Furthermore, the CCDR should present progress toward the accomplishment of global/theater GEF end states.

2. The operational environment that affected mission accomplishment, changed risk, or presented opportunities.

3. The influence of GCP/TCP execution to prevent conflict and shape the environment in order to respond to crisis through the execution of contingency plans.

(c) Due to the unique nature of GCP/TCP, (they will not be terminated and are in execution), the RATE recommendation should focus on necessary plan refinement and/or adaptation as appropriate. Recommendations regarding RATE decisions of branch plans may also be made based on campaign plan assessment findings.

(3) Prior to IPR R, the CCDR submits the plan summary, base plan, and required annexes to the CJCS for JPEC review IAW Enclosure C. For level 3T and above planning, the LSA will be presented to the DJ-4 as part of JPEC review. SCPs that undergo a JPEC review will be reviewed and endorsed by the respective Global Synchronizer for planning. Once complete, the Global Synchronizer will endorse the plan via a letter to the SecDef routed through J-5/JOWPD, ensuring the alignment of specified planning and related activities IAW Enclosure C.

(4) After IPR R, the CCDR may request an IA socialization update via J-5/JOWPD in coordination with OUSD(P) Plans for the same purpose described during IPR F.

3. Plan Approval Process. The SecDef is the approval authority for all JSCP-tasked plans.

a. Plans briefed at IPR to SecDef. Following IPR F, J-5/JOWPD and OUSD(P) Plans coordinate an MFR through the CJCS to the SecDef that (1) approves the plan; (2) approves the plan with modification(s); or (3) disapproves the plan. DJS or designee will jointly sign a memorandum with USD(P) or designee capturing the salient points of discussion from the IPR and additional SecDef direction. This MFR will be staffed for coordination within twenty working days of its receipt.

b. Plans briefed at IPR to USD(P). The SecDef may delegate responsibility for conducting IPRs for selected plans to the USD(P) and the VCJCS. On completion of IPR F, the USD(P) and the VCJCS, with the concurrence of the CJCS, recommend plan approval or disapproval to the SecDef. A recommendation may also be made to brief the SecDef personally on the plan. In both cases, an MFR is staffed as outlined in the above paragraph. Finally, USD(P) and the VCJCS will decide if further reviews and/or Operations Deputies (OpsDepts) Tank or JCS Tank are required prior to the SecDef

approving the plan via the coordinated MFR and associated SecDef action memo.

c. Plans Not Requiring IPRs. These plans are not submitted for review (e.g., IPRs) unless directed by the SecDef. If directed for formal review, the SecDef delegate's oversight of plan development to USD(P) and the VCJCS, who, with the concurrence of the CJCS, recommend plan approval to the SecDef or the USD(P). The VCJCS will direct a Tank if deemed necessary and JPEC review of the plan will occur if the plan is directed for formal review.

d. Other campaign planning requirements and campaign support planning requirements are submitted for review by the CJCS and the USD(P). CCMDs, Services, and applicable Defense Agencies will submit campaign and campaign support plans or update memorandums for review to the CJCS and the USD(P) on an annual basis. Campaign plans and campaign support plans will be subject to a JPEC review IAW Enclosure C.

#### 4. IPR Requirements.

a. IPR Pre-Briefs or socializations. To assist the CJCS, SecDef and other senior leaders prior to an IPR, CCMD OPRs for campaign and contingency plans will accomplish pre-briefs for socialization with JS and OSD planners and their principals. (Figure 2.)

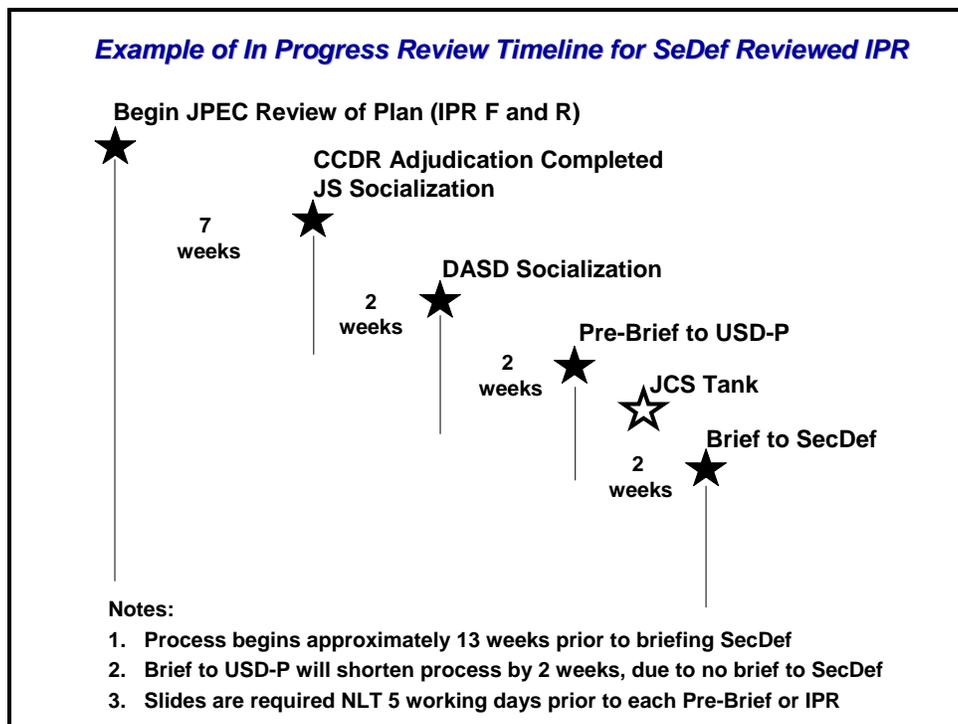


Figure 2. Sample IPR Socialization Timeline.

(1) CCDRs, or their appropriate representatives, are expected to pre-brief selected JS and OSD principals prior to the IPR as part of plan development.

(a) The intent of the JS socialization is to ensure a common military view is obtained and that the CJCS position regarding issues surrounding the planning effort and review are understood in compliance with Title 10, Section 153, CJCS responsibilities. To minimize excess travel for CCMDs, this socialization may be done via video teleconference.

(b) For SecDef reviewed plans, a pre-brief to the DASD for Plans should occur one month prior to the SecDef IPR, and a pre-brief to USD(P) should occur two weeks prior to the SecDef IPR. Select JS key personnel may attend these socializations along with appropriate regional DASDs.

(c) For USD(P) reviewed plans, a pre-brief to the DASD for Plans should occur 2 weeks prior to the USD(P) IPR.

(d) Although not required, it is recommended that an Action Officer (AO) level socialization also occur prior to the first general/flag officer/DASD socialization to facilitate resolution of any concerns with the briefs at the lowest staffing level.

(2) IPR final briefs should be submitted no later than five working days prior to the IPR or a JCS Tank, if applicable. JCS Tank briefs will be coordinated between the CJCS and CCMD staffs by J-5/JOWPD.

(3) IA updates may be arranged after completion of DOD IPR F and R. Following a DOD plan IPR, central points from the IPR, with the exception of military information not suitable for release and not required for IA partners supporting the plan, may be briefed by the CCMD to the IA in coordination with OUSD(P) Plans and the JS J-5.

(4) OUSD(P) Plans (DASD(P)) is the OPR for scheduling OSD socializations. J-5/JOWPD is the OPR for scheduling IA and JS only socializations, and coordinating with the DJS front office to schedule JCS Tank briefs.

b. IPR Administration.

(1) J-5/JOWPD will maintain, in coordination with OSD and the CCMDs, two annual IPR calendars – one for the SecDef and one for USD(P) -- that lay out the plan briefing schedule by month for the next twelve months. As specific dates for briefings are determined, J-5/JOWPD will update the annual IPR calendar to reflect the briefing dates. The calendars will be distributed weekly to JS, OUSD(P) Plans and CCMD plans OPRs.

(2) J-5/JOWPD will communicate briefing requests to the Office of the DJS. The DJS front office is responsible for coordinating the requested dates with the SecDef schedulers and communicating the confirmed IPR dates to the CCMDs. The requests for briefing dates will be based off of the annual IPR calendar, emergent requests from CCDRs, and any directed requirements from OSD.

(3) J-5/JOWPD will maintain the IPR historical tracker, which will also be distributed weekly to JS, OUSD(P) Plans and CCMD plans OPRs. The historical tracker tracks the status of IPRs. (Figure 3.)

Top Priority Contingency Plans IPR Briefs to SecDef								
as of date								
Brief Topic	JSCP XX Priority	Lead	Next	Tank Brief*	Last SecDef Date	Months since last update	Remarks	Level
JSCP Tasked Plan ID and Common Name	#	Combatant Command	Level of IPR	Yes or No	Date of brief	# of months	As applicable	Plan Level
<b>Note: GEF/JSCP XX, updates incorporated</b>								
IPR A = Strategic Guidance / Mission Analysis		Level 1 = CDRs Estimate / Concept of Operation/COA				Blue - changes since last version		
IPR C = Concept Development		Level 2 = Base Plan / Strategic Concept				N - Does not need to be briefed		
IPR F = Plan Development		Level 3 = CONPLAN (Base Plan w/ Select Annexes) (3/T = include TPFDD)				N/A - Never briefed or new plan		
IPR R = Plan Assessment (Refine, Adapt, Terminate, Execute)		Level 4 = OPLAN (All Annexes and Detailed TPFDD)				No Fill - Less than 12 months since last update		
*TANK briefings are required prior to IPR F							Yellow Fill - 13 to 24 months since last update	
POC							Red Fill - greater than 24 months since last update	

Figure 3. Weekly IPR Historical Tracker.

c. IPR Attendance.

(1) In-person participation is highly encouraged to facilitate a higher level of discourse on plans that benefits both the leadership at the CCMD and within the JS and OSD. If it is not possible to conduct the IPR in person, a VTC may be scheduled.

(a) CCDR participation in IPRs to the SecDef is required.

(b) For IPRs with the USD(P) and VCJCS, the Deputy CCDR is appropriate.

(2) Attendance of the SecDef IPR is strictly limited by the SecDef's executive staff and will be established prior to each IPR. The following will generally attend SecDef IPRs (in addition to the SecDef and the supported CCDR):

(a) CJCS, VCJCS, and/or DJS; DJ-3 and DJ-5.

- (b) USD(P) and/or Principal Deputy USD(P).
- (c) Under SecDef for Intelligence (USD(I)).
- (d) DOD General Counsel or Principal Deputy General Counsel.
- (e) DASD(P).
- (f) Designated military assistants [as required].
- (g) Applicable regional or functional ASD, DUSD, or DASD.
- (h) Other key personnel as appropriate, approved, and or directed.

d. Post Plan Approval Requirements.

(1) Plan Maintenance. Plans are “living documents” and CCDRs will refine an approved plan as required, maintaining the plan in a “living” state. .

(a) The CCDR reviews and approves supporting plans to contingency plans prepared by subordinate commanders, and reviews supporting commanders and DOD CSA’s supporting plans as the CCDR responsible for synchronizing planning for that specific mission/area. Supporting plans are not normally staffed through the JS and OUSD(P) Plans.

(b) The CCMD OPR will provide the JS OPR with any subsequent plan refinements within 30 days of publication.

(2) Plan Review Periodicity. The goal outlined in AP roadmap one is to produce plans within six months, with a near term goal of producing them within one year. This goal assumes that APEX planning tools and technologies has been fully implemented. Full implementation of APEX planning tools and technologies has not yet occurred. Unless directed earlier by the SecDef or the CJCS or requested earlier by the CCDR, J-5/JOWPD will initiate periodic plan reviews at the intervals detailed below following plan approval or the completion of the last periodic review (IPR R). Plan approval/completion of review date is the date SecDef, or USD(P) for delegated plans, provided verbal guidance to the CCDR at the IPR brief. The actual brief date or approval date of the paper IPR, starts the clock for the next plan review. CCMDs will request extensions thru J-5/JOWPD, who coordinates in turn with OUSD(P) Plans , when the CCMD will not meet the below guidelines:

(a) JSCP-tasked plans not specifically delineated in paragraphs (b) and (c) below will be reviewed no later than every eighteen months after last approval. This timeline may be shortened by the implementation of APEX planning tools and technologies.

(b) DOD GCPs and the SCPs will be reviewed no later than every twelve months. SCPs should be submitted for JPEC review 90 days after GCP IPR F or IPR R. Likewise, SCPs should be scheduled for an IPR 180 days from the GCP IPR. Consistent, routine reviews of GCPs will help synchronize the planning community and allow strategic guidance to inform campaign plans that will then inform the SCPs in a logical manner.

(c) TCPs will be reviewed no later than twelve months after last approval.

(3) Plan Numbering. Approved JSCP-tasked plans will use a two-digit suffix that refers to the year of plan approval by the SecDef and annotated on the MFR as generated by OUSD(P) Plans (i.e., a 5000 series approved in 2009 will be designated 5xxx-09). Subsequent approval of a revision or change to an approved plan in another calendar year will change the suffix. (i.e., a plan originally approved as 5xxx-09 with a change approved in 2010 will be designated 5xxx-10).

5. Review of Combined Plans and Plans of Other Military Treaty Organizations. When practicable, combined plans and plans of other military treaty organizations will be reviewed in the same manner as unilateral plans. The review process should be sensitive to the other nation's political, cultural, and bureaucratic requirements and its internal plan review procedures. The review should provide for the resolution of divergent views on a consultative basis through the appropriate military channel.

## ENCLOSURE C

### JOINT PLANNING AND EXECUTION COMMUNITY REVIEWS

1. JPEC Review. JSCP-tasked plans should be continuously reviewed and refined by CCMDs, Services, NGB, and CSAs planning staffs. They will be more comprehensively reviewed at distinct times as noted below:

a. Plans briefed at IPR to SecDef or USD(P), shall be JPEC reviewed between IPR C and IPR F, prior to IPR R, and at the request CCDR.

b. Campaign and contingency plans that do not require IPR and campaign support plans, should be comprehensively reviewed, either by JPEC or by a CCDR memorandum to CJCS and USD(P), within one year of being tasked and annually thereafter.

2. JPEC Overview.

a. In general, the JPEC will review plans using the five criteria in JP 5-0:

(1) Adequacy. The scope and concept of planned operations can accomplish the assigned mission and are within the planning guidance. Planning assumptions must be reasonable, valid, and comply with strategic guidance.

(2) Feasibility. The assigned mission can be accomplished using available resources within the time contemplated by the plan.

(3) Acceptability. This criterion is used in conjunction with feasibility to ensure the missions assigned can be accomplished with available resources and that the plan is proportional and worth the expected cost. It focuses on the level of risk to mission accomplishment, is consistent with domestic and international law, including the law of war, and is militarily supportable.

(4) Completeness. The plan incorporates all assigned tasks to be accomplished and to what degree they include forces required, deployment concept, employment concept, sustainment concept, time estimates for achieving objectives, description of the end state, mission success criteria, and mission termination criteria.

(5) Joint Doctrine Compliance. The plan complies with joint doctrine to the maximum extent possible.

b. Enclosure F identifies specific areas and subject matter expertise for plan review within JS Directorates. To complement the five review criteria outlined in JP 5-0 and requisite subject matter expertise, principal respondents of the JS Directorates will also review all plans in light of specific Focus Areas that have been identified as crosscutting issues for all JSCP-tasked plans in addition to the functional areas identified. The Focus Areas, which are broken down by JS Directorate, can be found within each JS Directorate section outlined in Enclosure F.

c. For level 3T and level 4 planning, the LSA will be presented to the DJ-4 as part of JPEC review.

d. SCPs that undergo a JPEC review will also be endorsed by the respective Global Synchronizer for planning, via letter to the SecDef routed through J-5/JOWPD, ensuring the alignment of specified planning and related activities.

### 3. JPEC Membership.

a. JPEC membership consists of OSD, the CCMDs, the Services, the NGB, all JS directorates (including OCJCS Legal Counsel, Public Affairs, and National Guard and Reserve Matters), and the following DOD CSAs:

- (1) Defense Intelligence Agency.
- (2) Defense Information Systems Agency (DISA).
- (3) Defense Logistics Agency (DLA).
- (4) National Security Agency (NSA)/Central Security Service.
- (5) National Geospatial-Intelligence Agency.
- (6) Defense Threat Reduction Agency (DTRA).
- (7) Defense Contract Management Agency (DCMA).

b. Additionally, the following sub-unified commands are also included: U.S. Forces Korea, U.S. Forces Japan, and U.S. Cyber Command.

c. DASD(P) serves as a single OSD point of contact (POC) to consolidate OSD comments during JPEC. OSD plan review may include the IA when appropriate and is reflected in Figure 4.

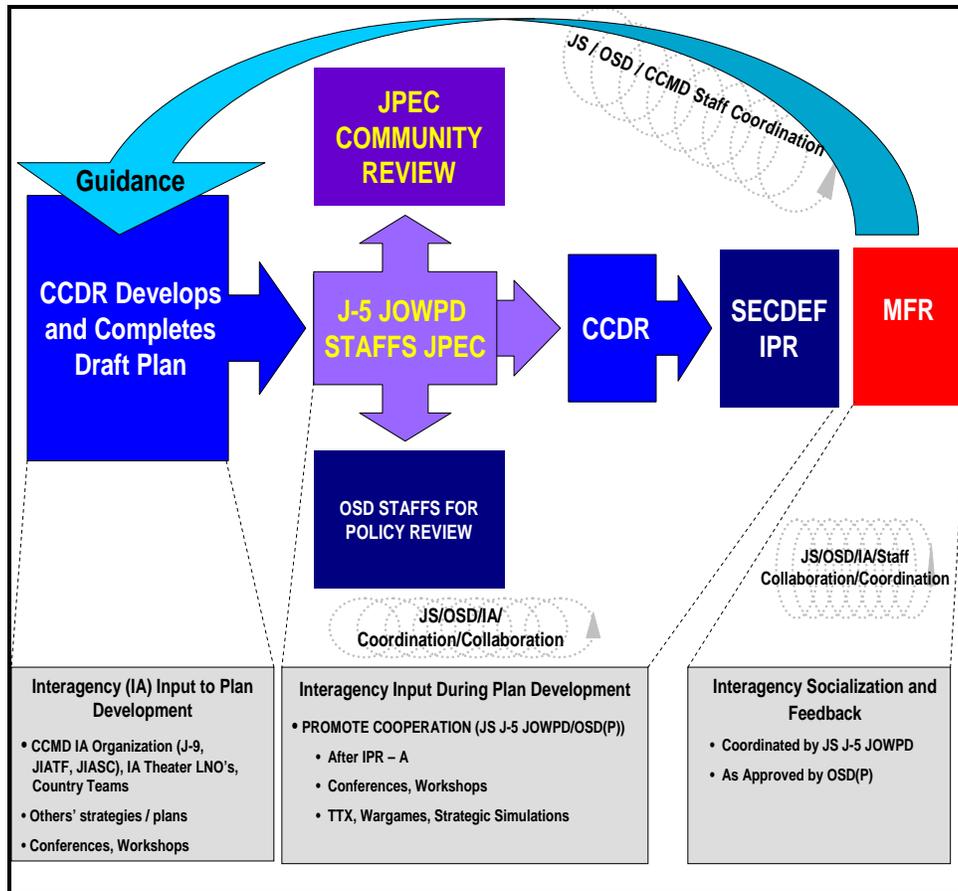


Figure 4. JS/OSD Plan Review Process for Selected Plans with IA Involvement

#### 4. JPEC Process.

a. On receipt of a CCMD plan, J-5/JOWPD initiates a plan review directive to the JPEC. The plan review directive (JS Form 136) establishes review timelines, plan review level, comment formats, and other administrative directions for conducting the review.

b. If feasible, J-5/JOWPD will coordinate an IPR style briefing at the AO level by the supported CCMD to the JPEC to familiarize the community with the plan early in the review process. If a briefing by CCMD planners is not possible, an IPR style brief may be included in the JPEC review documents.

c. Planner-level or O-6 level plan review comments will be provided as execution-critical, substantive, or administrative as defined below. Execution-critical comments require a general officer/flag officer/Senior Executive Service endorsement.

(1) Execution-critical comments are major deficiencies that impact negatively on the capability of the plan to meet JSCP requirements and may prevent execution of the plan as written. Examples of such deficiencies include

failure to meet assigned tasks, deviations from law or policy, and major capability and logistics shortfalls.

(2) Substantive comments pertain to less critical deficiencies such as deviations from CJCS guidance, Joint and Service Doctrine, or joint planning and execution formatting. These deficiencies would not prevent execution of the plan.

(3) Administrative comments are offered for clarity, accuracy, and consistency. They include such items as outdated references, improper terminology, and minor errors.

d. J-5/JOWPD consolidates review comments and provides a response to the CCMD planning staff with an information copy to OUSD(P) Plans. J-5/JOWPD will ensure all execution critical comments meet the definition of execution-critical and oversee the adjudication of comments between the comment originator and the CCMD planning staff in coordination with the plan SME as necessary and appropriate. After discussion with the submitting office, J-5 has the authority to administratively downgrade execution-critical comments to substantive or administrative. For planning, this process should be complete within 30 days of receipt of the CCMD plan. J-5/JOWPD will also collect and consolidate JS comments on the Focus Areas and subject matter expertise (Enclosure F), provide the comments to the CCDR, and staff the conclusions within the JS for mitigation solutions if necessary to support the CCDR's continued planning and/or execution.

e. The CCMD planning staff reviews the consolidated JPEC and Focus Area review comments and then replies to J-5 /JOWPD regarding each execution-critical comment within 15 working days after receipt. J-5/JOWPD oversees adjudication of all execution-critical comments with support as required from plan SMEs. Every effort must be made to adjudicate all execution-critical comments, either through action officer, planner, or general/flag officer channels or, if required, through the JCS Tank process IAW reference (i). Substantive plan review comments must also be adjudicated but only to the extent that the CCMD planners will review the comments and be prepared to respond to the originator when requested with disposition and stated rationale if not incorporating the comment. Administrative plan review comments are forwarded as recommendations only, and no response or adjudication is required.

f. The CCMD, by combining the Services, USTRANSCOM's, DLAs, and DCMA's assessments, will prepare a joint LSA for each fully developed OPLAN and CONPLAN with TPFDD. The CCDR will make the TPFDD available to the Services, USTRANSCOM, and DLA prior to Force Flow, Transportation Feasibility, and Logistics Conferences, allowing time to use the TPFDD data to run analyses to produce their own assessments. The LSA will address the

sustainability for all logistics joint capability areas (JCAs) (deployment and distribution, supply, maintain, engineering, logistics services, and operational contract support), and health readiness. To provide the basis for the commanders LSA, the Services, USTRANSCOM, DLA, and DCMA will evaluate overall plan resource, logistics, mobilization, and end-to-end transportation requirements. Detailed guidance on the preparation of the LSA is in reference j. Initial LSA work should begin during COA selection to facilitate completion by the time the written plan is ready for initial JPEC review prior to IPR F.

#### 5. JPEC completion

a. Once the supported command, Service, or CSA has completed their final adjudication of the plan, they will provide a planner level memo to -5/JOWPD stating the JPEC review is complete and all execution-critical comments have been adjudicated.

b. Global Synchronizers are the CCMDs responsible for the alignment of specified planning and related activities of other CCMDs, Services, Defense Agencies and activities, and, as directed, appropriate USG agencies within an established, common framework to facilitate coordinated and decentralized execution across geographic or other boundaries. CCDRs charged with synchronizing planning lead a global collaborative planning process that includes other CCDRs, Services, CSAs, and applicable Defense agencies and Field activities in support of a designated global mission or campaign plan. As such, SCPs that undergo a JPEC review will be reviewed and endorsed during JPEC review by the respective Global Synchronizer for planning for that specific mission/area. Once complete, the Global Synchronizer will endorse the plan via a letter to the SecDef routed through J-5/JOWPD, ensuring the alignment of specified planning and related activities. A copy of the certification letter will be provided to the supported CCMD undergoing JPEC review and the J-5/JOWPD prior to the IPR.

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ENCLOSURE D

PLANNING FOR INTERAGENCY INTEGRATION

1. Interagency Integration.

a. The GEF provides direction that DOD planning is strengthened by working with other government Agencies in order to create more unified and integrated USG planning efforts. This includes ensuring DOD plans are informed by and synchronized with the activities of relevant non-DOD organizations. Additionally, the GEF directs that all TCPs are developed in collaboration with other Agencies.

b. As part of plan development , the CCDR is encouraged to share analysis with and seek input from other USG Departments and Agencies.

c. Formally, CCDRs will work through the OSD/JS program known as Promote Cooperation (PC). PC is the forum where CCDRs coordinate their plans with other agencies. As an OSD and JS approved program, PC generates collaborative development of DOD plans with civilian agencies and non-DOD entities. PC events provide CCDRs with a means of directly engaging USG Departments and Agencies to better inform plan development and identify intergovernmental policy issues to advance plan development. J-5/JOWPD and OUSD(P)/Plans are the respective OPRs that support CCDRs in coordinating JSCP-tasked plan collaboration with other NCR USG Departments and Agencies. JS and OSD work with the CCDR, to develop, refine, and review PC event objectives. J-5/JOWPD and OUSD(P) will each evaluate the CCDR's requests to ensure alignment of CCDR and IA objectives. Once JS/J-5, CCDR, and OUSD(P) agree upon PC objectives, JS/J-5 collaboratively schedules, coordinates, and executes the PC event in order to further plan development.

d. Based Upon the CCDR needs, OSD/JS will ensure appropriate representatives from other Departments and Agencies are invited to attend IPRs with USD(P) and/or the socialization pre-briefs at the DASD and USD(P) level. IA plan socializations are normally limited to USG civilian Departments and Agencies that are key national security partners, or to Agencies that are relevant to a particular plan. Key national security partners include:

- (1) Department of State (DOS)
- (2) U.S. Agency for International Development (USAID)
- (3) Department of the Treasury (Treasury)

- (4) Department of Justice (DOJ)
- (5) Department of Homeland Security (DHS)
- (6) Office of the Director of National Intelligence
- (7) National Security Staff
- (8) Department of Energy (DOE)
- (9) National Counter Terrorism Center (NCTC)
- (10) Central Intelligence Agency (CIA)

e. Following IPR F and IPR R, CCDRs may socialize the plan with appropriate IA partners as necessary. As Annex V (IA Annex) has the potential for release outside DOD, this document will contain essential context and supporting information from the base plan as necessary to make it a stand-alone document for the purposes of IA support and coordination

2. CCDRs Promote Cooperation (PC) Preparations. The GEF directs that all TCPs should be developed collaboratively with the IA. This collaboration, when done at the NCR IA HQ level, will be accomplished through the JS PC forum. IA collaboration on GCP and other JSCP-tasked plans will be considered on a case-by-case basis per requests from the CCMDs. Requests for PCs are submitted to the JS J-5 and OUSD(P) Plans who will evaluate the request.

a. Objectives. The essential piece of preparation is defining well-formulated PC objectives that are based on the plan's assumptions related to policy, activities within a region, and activities within a specific country.

b. Scheduling. To effectively work with our IA partners as well as budget and allocate PC funding, the JS J-5 will coordinate with CCMDs chief of plans to schedule PC events for the next 12 months.

c. Release of Plan/Plan information. JSCP-tasked plans and their associated annexes are not normally provided to the IA to support PC discussions. CCDR's must be specific on the plan information they desire to provide to the IA during these discussions.

d. Costs. JS J-5 will fund venue, administrative, contractor labor, and other necessary costs to execute the PC event. Travel and Temporary Duty (TDY) costs are the responsibility of the supported CCMD. Additional costs such as professional facilitators, senior mentors, speakers, etc., will be handled on a case-by-case basis.

## ENCLOSURE E

### PLAN ASSESSMENT

#### 1. Plan Assessment Overview.

a. Plan assessment is part of planning and the plan review process. Effective plan assessment measures progress toward mission accomplishment (achieving IMOs as applicable and progress towards end states), identifies changes in the operational and strategic environment, and risk associated with the potential requirement to execute contingency plans. Accordingly, assessment considerations should:

(1) Be developed in concert with mission success criteria.

(2) Help guide operational design of campaign and contingency plans.

(3) Employ common methods that can be developed and applied across all planning and assessment requirements, and briefed during IPR.

b. IAW the strategic policy guidance provided by the GEF and JSCP, campaign plans form the basis to achieve integration across all steady-state (actual) activities and contingency (potential) operations within a particular CCMD, and also across all CCMDs. CCDRs are tasked to develop campaign plans that integrate security cooperation, Phase 0, and other steady-state activities, with operations and contingency plans. Campaign plans also provide a vehicle for conducting a comprehensive assessment of how the CCMDs activities are contributing to the achievement of IMOs and/or end states, and how those activities best deter, shape, or mitigate the potential to execute assigned plans. Accordingly, campaign plan assessments should:

(1) Provide the basis for the RATE recommendation during all IPRs.

(2) Ensure that assessment of subordinate campaign and contingency plans nest under the assessment of the CCDR's TCP, as well as GCP they support. This nesting provides the mechanism to synchronize assessment activities across the CCDR's planning requirements and eliminate redundant or contradictory activities (Figure 5).

### Plans Relationship

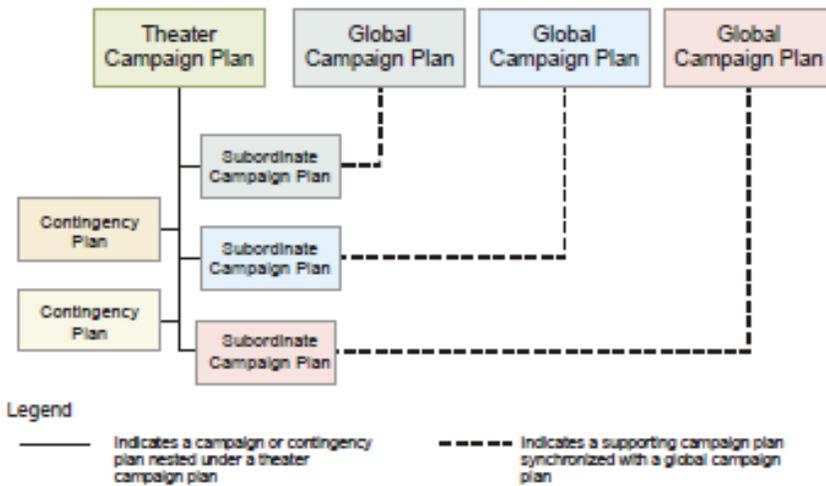


Figure 5. Nesting of Plans in APEX system.

2. Plan Assessment Requirements. For the purposes of the management and review of JSCP-tasked plans, plan assessment occurs through four main vehicles: Campaign plan assessments, contingency plan assessments, Joint Execution Readiness Plan Assessment Tool (JERPAT), and through the CCDR's RATE assessment during IPR.

#### a. Campaign Plan Assessment.

(1) The purpose of the campaign plan assessment is to support the CCDR's assessment of his progress towards mission accomplishment, while also informing decision-making at the strategic level in the following existing processes: IPRs, CCMD readiness reporting, GFM, Global Defense Posture, Program Review, and other APEX activities.

(2) CCDRs will annually assess their campaigns. CCDR assessments will support both submissions to the IPR process and the Comprehensive Joint Assessment (CJA).

(a) The Campaign plan assessment portion of the CJA will be formatted to address CCMD progress toward and the risks to accomplishment of the theater or functional GEF end states in relationship to their IMOs, changes in the strategic and operational environment, as well as CCDR recommendations.

(b) Campaign plan IPRs will include campaign plan assessment results and conclusions IAW the review guidance provided in Enclosure B. CCDRs may expand the scope during the IPR beyond those areas referenced in order to facilitate the strategic dialog they deem necessary with the SecDef.

Additionally, a summary of changes from the current year's CJA responses and key recommendations will be provided to J-5/JOWPD no later than 30 days prior to the scheduled IPR.

(3) Campaign plan assessment should follow a common approach such as that suggested in the JP 5-0 series, "Joint Operation Planning," to meet CCDR and other senior leader information requirements.

(4) CCDR key recommendations shall be integrated into CCMD CJA responses. Campaign plan IPRs will include campaign plan recommendations as deemed appropriate by CCDRs. Recommendations will be narrative text and:

(a) Provide a focused statement clearly defining the responsible DOD or IA office, action required, and timing.

(b) Categorize the recommendation within the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy framework.

(c) Include a POC at the submitting command to provide more information as required on the recommendation.

(d) Clearly identify key assessment findings that serve as evidence for the recommendation.

(e) Include narrative text identifying which IMO challenges will be overcome through recommendation implementation.

(f) No more than five, in CCDR determined priority order, recommendations will be submitted each assessment cycle.

(5) Joint Staff Campaign Plan Assessment Process, Responsibilities, and Output.

(a) Process.

1. A JS campaign plan assessment team will formally stand up at the start of every FY and meet as necessary until the JSCP directed output report is complete and necessary tasks are assigned to an OPR.

2. The JS campaign plan assessment process will utilize a collaborative approach to optimize the review of multiple crosscutting strategic assessment inputs to the CJCS. To accomplish the assessment, the JS campaign plan assessment team will collaborate with the CCMDs, Services, and CSAs to collect, analyze, and clarify campaign assessment data. However,

the JS campaign plan assessment process is not limited to assessing only conclusions and recommendations provided through any single assessment process, or to only input from the CCMDs, Services, or CSAs.

3. The JS campaign plan assessment process will utilize existing assessment products and review and analyze results independently to capture and display data to integrate theater perspectives into a global common assessment picture for the CJCS, which will also inform OSD. The conclusions will be utilized to make recommendations regarding plan prioritization, resourcing, and planning requirements.

4. Review of the JS campaign plan assessment report will require JS planner level coordination. In the event a JS directorate nonconcur or concurs with a critical comment, the plan assessment team lead will utilize the directorate plan assessment POC to serve as the entry point for adjudication.

5. The JS campaign plan assessment process and team are the primary vehicles for JS directorates to execute the JSCP direction for campaign plan assessment.

(b) Responsibilities.

1. The JS J-5/JOWPD has overall responsibility for the conduct of each JS campaign plan assessment. J-5/JOWPD is responsible for the planning, preparation, scheduling, execution, and coordination of each assessment and for the management, administration, and coordination necessary to ensure that the process outlined is thoroughly and efficiently executed.

2. IAW the JSCP, JS directorates will participate on the JS campaign plan assessment team. JS directorates and OCJCS/Legal Counsel (LC) provide subject matter expertise and the JS perspective in their respective functional areas on issues raised during the assessment. JS directorates shall provide an action officer to participate as a member of the campaign plan assessment team when formally requested by J-5. POCs should immediately contact J-5/JOWPD to exchange contact information.

3. Directorate action officers assigned to the plan assessment team shall participate in all phases of the assessment and assist in deriving findings and developing feasible and actionable recommendations to correct issues. Designated action officers shall travel to the CCMDs and components as necessary for data gathering. Funding and budgeting for this travel shall be the responsibility of the JS directorate(s) providing the subject matter expert(s) (SMEs).

(c) Output.

1. IAW the JSCP, the JS plan assessment team shall produce an assessment report of their findings.

2. The JS plan assessment team will identify a lead directorate within the JS to be responsible for tracking the implementation of any recommendations that would be best assigned and resolved by a Service, CCMD, or JS directorate. The lead directorate recommendation will be made to the DJS who will direct through memorandum and track progress toward completion through the DJS task list. For recommendations to OSD or other agencies, the JS plan assessment team will coordinate through the DJS office with OSD to facilitate the appropriate OSD processes to identify an OPR to track progress towards completion for the SecDef.

3. Tasking for the JS or Services will be directed and tracked through the office of the DJS. Tasking for other DOD organizations or the IA will be tracked through OSD.

b. Contingency Plan Assessments.

(1) Contingency plan assessments can be conducted on all JSCP tasked plans that have an associated TPFDD. Contingency plan assessments inform the JCCA process that is governed by reference k. JCCA plan assessments measure the Department's ability to successfully execute contingency plans with the highest visibility or having the most severe consequences, as well as those most stressing to ground, maritime, air, and special operations forces. The Joint Combat Capability Assessment Group (JCCAG), through the JS J-5, is responsible for proposing the plan assessment schedule and having it approved by the Global Force Management Board (GFMB). To inform the GFM process, the JCCAG, through the JS J-5, will brief the insights from the latest contingency plan assessment during the GFMB. Plans may also be assessed in tandem with other related or supporting plans, or plans that if executed simultaneously would stress the force and pose a risk to the execution of the plan or plans in question. Force flow and associated timelines are a key metric for assessment. The expectation is selected plans will be assessed with fidelity and timeliness to allow flexibility for emerging assessment requirements due to a changing security environment without posing significant negative impact on the sourcing throughput of the JFPs.

(a) Contingency sourcing solutions and force flow timelines and feasibility data provided by the JFPs and USTRANSCOM are key components of contingency plan assessments. To focus on the sufficiency and executability of the most strategically important contingency plans, the plans assessment process typically follows the contingency sourcing and force flow analysis done

by the supported CCMD as part of force planning to capitalize on the work already accomplished during development of contingency plans.

(b) To accomplish the assessment, J-5/JOWPD collaborates with the supported CCMD, JFPs, USTRANSCOM, CSAs, and JS directorates to collect and analyze plan assessment data to finalize a briefing product through a series of Secure Video-conferences (SVTCs). JS directorates will use Enclosure F to analyze their functional areas during the assessment.

(c) For level 3T and above planning, the LSA will be presented to the DJ-4 as part of the contingency plan assessment.

(2) The output of contingency plan assessment is an indicator of the general ability to execute a plan or group of plans. It is supported by an analysis of the impact of force sourcing and logistical shortfalls, readiness deficiencies, transportation feasibility, and military and strategic risk.

(3) JCCA plan assessments are provided to the JCS Tank. All contingency plan assessments inform the Chairman's Annual Risk Assessment. The results of the plan assessments and the CCDR's own internal assessments should be used to inform the dialog during IPRs and provide support to the CCDR's RATE recommendation.

c. JERPAT.

(1) The purpose of the JERPAT is to provide a holistic visual assessment of all JSCP-tasked plans. Through focusing on the probability of an event triggering a contingency plan, the strategic risk of that conflict, and the execution readiness of the forces to transition from planning to execution, the tool is intended to provide decision makers with an evidence based objective assessment that visually depicts what the Joint Force needs to be ready for and how ready the forces are for execution.

(2) Using this evidence based objective assessment process, decision makers will be assisted in determining war plan prioritization for IPR scheduling, contingency sourcing, JCCA plan assessments, GEF, and JSCP top priority planning determinations, and other APEX processes.

(3) The JERPAT process, responsibilities, and output entail the following.

(a) Process.

1. The JERPAT's visual depiction is composed of three components – Strategic Risk, Probability, and Execution Readiness -- to the JSCP-tasked plans. Existing JS processes data are synthesized within the tool to determine an objective value for the three components.

2. At the start of each calendar year, a baseline of the data will be established to ensure the most comprehensive and up-to-date information is used.

3. The annual baseline of Probability and Strategic Risk data comes from JS J-5's Chairman's Risk Assessment (CRA) and JS J-2's Joint Intelligence Estimate (JIE). Both the CRA and JIE are derived from the answers provided by all CCMDs and Services to the CJA.

4. The annual baseline of Execution Readiness data is established from information, as of 1 February of that year, contained in the Joint Staff J-5 IPR schedule for the areas of the Plan Level, IPR progress, recentness of IPR, and recentness of JPEC; data from most recent JCCA Plan Assessment; data from CCMD Readiness Assessment as reported on Defense Readiness Reporting System (DRRS); data on latest sourcing efforts; and data from any additional reviews conducted for the plan, (i.e., exercises, wargames, Table Top Exercises, Crisis Management Exercises, etc.).

5. On a periodic basis throughout the year, JS J-2 will provide Indications and Warnings data to update the Probability and Consequence data of the contingency plans or any other event of significant concern that may require a planning effort to address the issue.

6. The Execution Readiness data will be updated whenever one of the required data points changes due to action or inaction that has occurred in regards to a contingency plan.

(b) Responsibilities.

1. JS J-5 is responsible for assembling the data and staffing the final product produced on a periodic basis.

2. JS J-2 is responsible for publishing the JIE and for periodically updating the probability and consequence of contingency plans and any other event deemed worthy of concern.

3. JS J-5 is responsible for assembling and staffing the CJA, then disseminating the results received on Strategic Risk and Probability.

(c) Output.

1. The Strategic Risk and Probability values are displayed graphically on a Cartesian chart with Strategic Risk serving as the vertical (y) axis and probability the horizontal (x) axis. The Execution Readiness value of a plan will be visually displayed on the chart by the size of the oval used to

represent the plan. The greater the size of the oval the greater the Execution Readiness is for each plan.

2. The JERPAT's visual depiction is used as a decision making aide to assist in determining planning prioritization, IPR scheduling recommendations, contingency sourcing prioritization, planning efforts, and planning and operational resourcing.

3. The JERPAT is used to provide input to the JCCA process.

d. IPR R Assessment. During IPR R Plan Assessment, the CCDR extends and refines planning while considering branches and sequels, updated intelligence, and changes in assumptions or the situation that require major reassessment or significant plan modification.

(1) The accomplishment of campaign plan tasks will be monitored and measured for progress toward achieving each IMO/end state, along with new data and information as it is obtained to frame the discussion regarding branches or sequels, or if applicable, how they should be modified as necessary.

(2) Due to the unique nature of TCPs, (they will not be terminated and are in execution), the RATE recommendation should focus on necessary plan revision and or adaption as appropriate. Recommendations regarding RATE decisions of TCP branch plans may also be made based on TCP assessment findings.

(3) Should a branch or sequel be considered for near term implementation, sourcing, current readiness, and logistics impacts to the plan should be discussed as well as likely COAs.

(4) Ultimately, a recommendation should be made to the SecDef regarding the direction of future planning based on the totality of the CCDR's assessments. The way forward should include mitigation solutions if necessary to support the CCDR's continued planning or execution.

3. Assessment Internet Portal. To facilitate strategic assessment dialog, an assessment forum and JS J-5 assessment POCs can be found on the JS J-5/JOWPD SharePoint portal at <<http://jointstaffportal.js.smil.mil/JDir/J5/JOWPD//PPB/default.aspx>>. The intent of the assessment discussion forum is to allow a place to hold newsgroup-style discussions on topics related to strategic assessment requirements and activities. It is meant to foster sharing of ideas amongst the assessment community. It is not intended to be a vehicle by which specific endorsement or validation of assessment tools, processes, or results occurs.

ENCLOSURE F

JOINT STAFF SME RESPONSIBILITIES

1. General SME Responsibilities.

a. J-5/JOWPD is the primary liaison for the CCDRs with both the OCJCS and the USD(P) for the development of JSCP-tasked plans and the management of the plan review process.

b. The Director, J-5, provides strategic guidance, policy, and planning assumptions through the JSCP and associated documents.

c. The Director, J-1, provides guidance on personnel support and personnel sustainment matters. J-1 is the JS lead responsible for review and oversight of all personnel related annexes, appendices and tabs in all JSCP-tasked plans.

d. The Director, J-2 provides guidance on intelligence planning matters. J-2 is the JS lead for the review of all intelligence related annexes, appendices, and tabs in all JSCP-tasked plans as well as NISPs.

e. The Director, J-4, provides guidance on logistics matters. J-4 is the JS lead responsible for review and oversight of all logistic related annexes, appendices, and tabs in all JSCP-tasked plans.

f. The Director, J-8, provides guidance on assignment, apportionment, and allocation processes through reference 1.

g. The Joint Staff Surgeon, JSS, provides guidance on health readiness. The JSS is the JS lead responsible for the review and oversight of Force Health Protection, Health Care Delivery, and Health Service Support related annexes, appendices, and tabs in all JSCP-tasked plans.

2. Exceptions. Significant exceptions to the preceding paragraphs are as follows:

a. The JS Director for Operations, (DJ-3), maintains subject matter expertise and is responsible for review and oversight of issues related to computer network operations, combating terrorism, consequence management, defense support of civil authorities (DSCA), homeland defense, emergency preparedness in the NCR, missile defense, space control, reconnaissance operations, special operations, Military Information Support Operations (MISO), Information Operations (IO), Civil Affairs (CA), nuclear operations

(including nuclear weapons recovery, nuclear weapons evacuation and protection, and nuclear accident and incident response), military support to National Technical Nuclear Forensics operations, WMD-Interdiction operations, WMD-Elimination operations, and Special Technical Operations (STO).

b. The JS DJ-5, is responsible for developing recommendations on strategy, strategic concepts, and politico-military matters to include security cooperation, security assistance, and stability operations. The DJ-5 is also responsible SME for countering weapons of mass destruction, cyberspace, strategic deterrence and global strike, pandemic influenza and infectious diseases, distribution, and war on terrorism plans and annexes, appendices, and tabs on the matters listed in this paragraph in other directed plans. Finally, the DJ-5 is responsible for collecting the data for, and preparing the CJA outlined in reference m.

c. Canada–United States (CANUS) plans are reviewed by the U.S. co-chairman of the CANUS Military Cooperation Committee (MCC), on behalf of the J-5 and under the authority of the Chairman.

(1) J-5 is responsible for actions derived from the MCC relevant to the development and revision of the CANUS Basic Defense Document.

(2) CANUS plans involving the defense of North America and submitted to the JS, through the MCC, for review and/or approval are assigned to J-5/JOWPD.

(3) NORAD will submit plans to J-5/JOWPD and the Canadian Strategic JS for approval by the SecDef, through the CJCS and the Canadian Chief of Defence Staff, respectively.

d. The Military Secretary, U.S. Delegation, Inter-American Defense Board (IADB), will review plans submitted by the IADB and the Joint Mexican-United States Defense Commission and determine whether further review by the JS is necessary.

### 3. Specific SME Responsibilities.

a. The J-5/JOWPD is the OPR within the JS for all campaign and other JSCP-tasked plans to include bilateral military plans and military plans of international treaty organizations not specifically designated otherwise. This includes management of campaign and other JSCP-tasked plans and the plan review process, including but not limited to:

(1) Serves as the JS lead for the development and implementation of the AP initiative articulated in AP Roadmaps I and II.

(2) Initiates all plan reviews and coordinates the parallel JPEC plan reviews for all campaign and JSCP-tasked plans prior to an IPR F and IPR R, and initiates parallel IA plan socialization briefings or review through OUSD(P) Plans if and when approved.

(3) Coordinates a JS recommendation on issues identified in the review process that require adjudication.

(4) Maintains and disseminates the status of JSCP planning tasks or other directives.

(5) Maintains, updates, and posts the weekly plans status report as well as key joint planning documents on the JOWPD SIPRNET site.

(6) Recommends additions or deletions of planning tasks to the GEF, JSCP, GFM documents and other appropriate DOD and CJCS directives.

(7) Maintain, in coordination with OSD and the CCMDs, two annual IPR calendars – one for the SecDef and one for USD(P) -- that lay out the plan briefing schedule by month for the next twelve months. Recommended plan priorities will be based on analysis led by J-5/JOWPD in coordination with J-2, J-3 and J-5 SDD, and CCMDs. Recommended priorities will leverage current GEF/JSCP priorities and incorporate current J-2 assessment data including JIE and CJA data.

(8) Ensures all campaign and JSCP-tasked plans submitted for review meet plan requirements in the GEF, JSCP and other directed guidance documents and conform to applicable policies regarding content, completeness, format, coordination, and distribution.

(9) Reports the results of all JSCP-tasked plan reviews and assessments to the CJCS and the DJS.

(10) Maintains appropriate files and records for all campaign and SecDef/CJCS contingency plan reviews.

(11) Supports the National Military Command System (NMCS) as required for contingency operations. Specifically:

(a) Develops, maintains, and provides plan summaries for JS senior leadership.

(b) Responds to planning requests from the NMCS Deputy DJ-3 and serves as liaison to CCMD planning staffs to funnel requested planning information as required.

(12) Supports appropriate U.S. liaison representatives to international military headquarters as required for the review of JSCP-tasked plans.

(13) Provides advice and assistance to the CCMDs on all campaign and contingency planning matters.

(14) Coordinates for appropriate JS representation at AP/force flow/plan synchronization conferences and other CCMD planning activities as required.

(15) Coordinates for appropriate JS representation at IA operational planning conferences and events.

(16) Provides representation to other DOD processes impacting the contingency planning process such as, but not limited to, the GFMB, the JCCAG, the Joint Strategy Working Group (JSWG), and Operational Availability (OA) studies, and coordinates between such organizations and JFPs for contingency sourcing of JSCP-tasked plans.

(17) Facilitates and schedules all IA PC events supporting TCP and other JSCP-tasked plans per requests from combatant CCMDs and with the approval of the OUSD(P) Plans.

(18) Facilitates CCMD requests to OUSD(P) Plans to release JSCP-tasked plan information in support of IA coordination and collaboration in plan development and review.

(19) Reviews the TPFDD and base plan with annexes.

(20) Serves as the JS lead for plan assessments.

(21) Is responsible for the following Focus Areas during JPEC plan review and JCCA plan assessments:

(a) Roles and Responsibilities.

1. Authorities.
2. Supported vs. supporting relationships.
3. DOD vs. IA lead.
4. International Players.

(b) Gaps and Seams.

1. Between CCMDs.
2. Between Federal Agencies.

(c) Strategic Guidance.

1. Assumptions.
2. End States.
3. U.S. national guidance.
4. International guidance.
5. Branches and Sequels.

(d) Whole of Government.

1. Synched with other USG efforts.
2. Role of Dept/Agencies across plan phases.
3. What other tools does IA offer.

b. J-1 Personnel Readiness Division (J-1-PRD). Serves as the primary JS J-1 POC for all plan reviews and assessments.

c. J-2 Intelligence Directorate

(1) J-25 Joint Staff, Deputy Directorate of Intelligence Operations, Plans, and Policy. Serves as the primary JS J-2 POC for all plan reviews and assessments. Coordinates with other J-2 divisions and sections to review and assess applicable portions of plans concerning intelligence.

(2) J-23: Serves as the POC for current intelligence on world-wide events and developing crisis situations.

(3) J-26: Serves as the J-2 POC for targeting strategy, policy, and doctrine.

(4) J-27: Serves as the POC for intelligence warning.

(5) J-28: Serves as the POC for intelligence, surveillance and reconnaissance (ISR) strategy, capabilities and requirements.

(6) Is responsible for the following Focus Areas during JPEC plan review and JCCA plan assessments:

(a) Description of the threat and operating environment.

1. Facts and Assumptions.

2. Probability Assessment.

(b) Intelligence Operations Feasibility.

1. Targeting Support.

2. ISR Strategy.

3. National and Theater Intelligence Support.

d. J-33 Joint Operations Division.

(1) Serves as the SME for:

(a) All separately issued time-sensitive plans involving foreign disaster relief, freedom of navigation, and military operations in or near politically sensitive areas.

(b) Selected JSCP-tasked plans.

(2) Serves as the POC for all actions related to the NATO Crisis Response System.

(3) Serves as the POC for review of rules of engagement (ROE) policy in JSCP-tasked plans.

(4) Serves as the J-3 POC for plan assessment of JSCP-tasked plans.

(5) Is responsible for the following Focus Areas during JPEC plan review and JCCA plan assessments:

(a) Roles and Responsibilities.

1. Authorities.

2. Supported vs. Supporting relationships.

(b) Lethal vs. Non-lethal balance.

1. Battle Rhythm.

(d) IOs.

1. Themes.

2. Messages.

3. Assessment of effectiveness of TCP IO planning and activities.

(e) Gaps and Seams coordination between CCMDs.

e. J-34 Antiterrorism/Homeland Defense Division.

(1) Serves as the SME for anti-terrorism, consequence management, DSCA, and homeland defense JSCP-tasks plans.

(2) Collaborates with DTRA to provide technical feasibility assessments for Chemical, Biological, Radiological, and Nuclear (CBRN) issues.

f. J-36 Command Systems Operations Division (CSOD). Serves as the SME for:

(1) CJCS continuity of operations, OSD, and higher-level emergency plans.

(2) All plans related to the Joint Emergency Evacuation Plan and Joint Air Transportation System.

(3) As SME for references (c) and (f), provides guidance on adherence to the APEX process and procedures, to include Joint Operation Planning and Execution System automated data processing support and database interoperability for plans developed with AP technology. Ensures APEX System includes appropriate ROE for compliance with the law of war.

g. J-36 Nuclear Operations Division (NOD). Ensures DTRA provides planning support and technical feasibility assessments for nuclear operations. Additionally, serves as the SME for:

(1) Nuclear plans pertaining to current execution, reporting and monitoring.

(2) Plans dealing with the safety and physical security of nuclear weapons, including storage criteria, custodial requirements, emergency evacuation or movement, emergency destruction, and recovery of lost or stolen weapons.

(3) Executable plans, annexes, and appendixes involving the employment of nuclear weapons.

(4) Branches, sequels, and executable plans for strategic deterrence and global strike.

(5) Branches, sequels, and executable supporting plans for countering weapons of mass destruction.

h. J-37 Deputy Director for Special Operations.

(1) Serves as the SME for the review of all separately issued JSCP-tasks plans specifically associated with counterterrorism, special operations, and CA.

(2) Arranges for the distribution of certain plans to the Central Intelligence Agency through the Office of the Secretary, Joint Staff.

i. J39 Deputy Director for Global Operations. Serves as the SME for review of missile defense planning issues.

j. J-39 Computer Network Operations Division.

(1) Serves as the operations SME for cyberspace campaign and related JSCP-tasks plans and is the POC for the review of plans and policy pertaining to cyberspace operations for J3.

(2) Serves as the operations SME for the review of plans and appendixes to plans pertaining to computer network attack (CNA) operations that include CNA, Computer Network Exploitation (CNE), Computer Network Defense (CND), and network operations.

(3) Participates in the review of all applicable portions of JSCP-tasks plans concerning cyberspace operations.

(4) Ensures NSA provides technical feasibility assessments for cyberspace operations as appropriate/required.

k. J-39 IO Division.

(1) Serves as the SME for the review of plans and appendixes to plans pertaining to STO.

(2) Serves as the SME for the review of plans and appendixes to plans pertaining to space operations.

(3) Participates in the review of all applicable portions of JSCP-tasks plans concerning Electronic Warfare (EW) and IO. Additionally, participates in the review of EW and communications protection appendixes to JSCP-tasks plans.

(4) Reviews operations security annexes.

(5) Reviews deception annexes and appendices.

(6) Ensures NSA provides technical feasibility assessments for IO as appropriate/required.

1. J-39 MISO) Division. Serves as the SME for the review of all separately issued JSCP-tasks plans specifically associated with MISO and those with appendices containing MISO issues.

m. J-39 Reconnaissance Division. Serves as the SME for reconnaissance, surveillance, and deployment orders (air, surface, and subsurface).

n. J-39 Space and Missile Division. Serves as SME for:

(1) Portions of JSCP-tasks plans pertaining to the use of satellite or other space systems for mission planning and execution.

(2) Operational matters pertaining to integrated tactical warning and attack assessment (for continental United States (CONUS)) and integrated tactical warning (for regional CCDRs).

o. J-4 Strategy Division (J-4 STRAT). Serves as the primary JS/J-4 POC for all plan reviews and assessments.

(1) Coordinates with other J-4 divisions, sections, USTRANSCOM, and DLA to review applicable portions of plans concerning deployment and distribution, supply, maintain, engineering, logistics services, operational contract support, and installations support health readiness.

(a) J-4 Supply Division. Serves as the POC for the Tier II JCA of Supply: identifying of supply requirements; selecting supply sources; scheduling deliveries; supplier networks and agreements; plus other supply-related JCA actions.

(b) J-4 Engineering Division. Serves as the POC the Tier II JCA of Engineer: combat, general, and geospatial engineering to ensure freedom of movement; key position, project, and sustain infrastructure; and other engineer-related JCA actions.

(c) J-4 Logistics Services Division. Serves as the POC for the Tier II JCA of Logistics Services: operational contract support, expeditionary services, and mortuary affairs guidance.

(d) J-4 Distribution Division. Serves as the POC for the Tier II JCA of distribution and deployment support the movement of forces during the deployment and redeployment processes.

(e) J-4 Maintenance Division. Serves as the POC for the Tier II JCA of maintenance issues pertaining the ability to manufacture and retain or restore materiel in a serviceable condition and includes depot and field maintenance.

(f) J-4 Knowledge Based Logistics Division. Serves as the POC for logistics systems.

(g) Health Service Support Division. Serves as the POC for the Tier II JCA of health readiness: Force Health Protection, Health Care Delivery, and Health Service Support.

(h) J-4 Joint Logistics Operations Center (JLOC) Serves as the POC for mobilization issues.

(2) Ensures CCDRs, Services, DCMA, and DLA conduct joint LSA for sustainment, industrial base capacity, mobility, deployment, logistics systems, engineering, and medical readiness as outlined in the current Logistical Supplement (LOGSUP). In addition, ensures that DCMA provides technical feasibility assessments for contracting and contract management.

(3) Is responsible for the following Focus Areas during JPEC plan review and JCCA plan assessments:

(a) Concept of Logistics Support and Mobilization.

(b) Logistics JCA.

1. Deployment & Distribution (coordinate with USTRANSCOM).

2. Supply.

3. Maintenance.

4. Logistics Services.

5. Operational Contract Support.

6. Health Readiness.

7. Engineering.

p. J-5 Strategy Development Division.

(1) Serves as the SME for the development and approval of the GEF and JSCP. In collaboration with the J-5 Deputy Directorates, reviews all plans tasked in the JSCP.

(2) Is responsible for the following Focus Areas during JPEC plan review and JCCA plan assessments:

(a) Roles and Responsibilities.

1. Authorities.

2. DOD vs. IA lead.

3. International Players.

(b) Gaps and Seams between Federal Agencies.

(c) Strategic Guidance.

1. Assumptions.

2. End States.

3. U.S. national guidance.

4. International guidance.

(d) Whole of Government.

1. Synched with other USG efforts.

2. Role of Dept/Agencies across plan phases.

(e) Risk Mitigation.

(f) Assessment of effectiveness of TCP security cooperation planning and activities.

q. J-5 Politico-Military Deputy Directorates and J-5 Deputy Directorate for Partnership Strategy. Manages and monitors all J-5 plan reviews for politico-military aspects, theater security cooperation activities, and posture. Provides plans for review to all appropriate J-5 divisions. Coordinates with J-5/JOWPD for outreach to other USG departments and agencies on campaign and JSCP-tasked planning issues.

r. J-5 Deputy Director for Strategic Stability/J-5 Strategic Deterrence and Nuclear Policy Division.

(1) Serves as SME for strategic deterrence and nuclear strike campaign and related JSCP-tasked plans. Ensures handoff to J-3 NOD for executable plans, branches, or sequels.

(2) Serves as the policy POC for portions of campaign and other JSCP-tasked plans concerning strategic deterrence, nuclear strike options, and CONUS based strategic conventional and non-kinetic offensive operations.

s. J-5 Deputy Director for Strategic Stability/Countering Weapons of Mass Destruction Division.

(1) Serves as SME for countering weapons of mass destruction campaign and related JSCP-tasked plans. Ensures handoff to appropriate J-3 division for executable supporting plans, branches, or sequels.

(2) Serves as SME for CWMD related concepts within all assigned plans.

(3) Represents the CJCS in nonproliferation and counterproliferation (CP) policy formulation and during negotiations to ensure that all initiatives are consistent with U.S. national security policy and that their objectives are technically correct.

(a) Formulates, analyzes, and evaluates nonproliferation, CP, Foreign Consequence Management, and CBRN defense policy.

(b) As necessary, represents the CJCS in IA forums related to its assigned area of responsibility.

t. J-5 Deputy Directorate for Politico-Military Affairs (Western Hemisphere)/Homeland Division. Serves as SME for Pandemic Influenza and Infectious Diseases campaign plan.

u. J-5 Deputy Directorate for Joint Strategic Planning/Strategic Alignment Division. Serves as the DOD lead for the Unified Command Plan (UCP). Serves

as the JS POC for, and participates in the review of, all applicable portions of GEF and JSCP-tasks plans and assessments relating to posture.

v. J-5 Deputy Directorate for Trans-Regional Policy. Serves as the SME for missile defense, space, and cyberspace campaign and related JSCP-tasks plans and is the POC for the review of plans and policy pertaining to missile defense, space, and cyberspace operations. Participates in the review of all applicable portions of CCDR JSCP-tasks plans that include missile defense, space, CNA, CNE, CND, and network operations.

w. J-8 Forces Division.

(1) Serves as the primary J-8 POC for the review and Director for Force Structure, Resources, and Assessment coordinated response to all plans tasked in the JSCP for review and assessment by the JPEC. Has cognizance on all matters regarding force apportionment, force planning, force development and force structure assessment in support of national security objectives, policies, and strategy in consonance with both fiscal constraints and warfighting objectives. Refines this process consistent with the development of GFM and links plans to resources in collaboration with J-5.

(2) Is responsible for the following Focus Areas during JPEC plan review and JCCA plan assessments:

(a) Assessment of the sufficiency of the force (related to GFM shortfalls).

(b) Assessment of posture's ability to support mission accomplishment.

x. Office of the CJCS/Legal Counsel (OCJCS/LC). Responsible for conducting the legal review of campaign and other JSCP-tasks plans. Ensures that campaign and other JSCP-tasks plans are consistent with the law of war, other international law obligations of the United States, and U.S. Domestic law and policy requirements.

#### 4. APEX Force Flow and Deployment Data.

a. Requirement for TPFDD. When a TPFDD is required, CCDRs will provide J-5/JOWPD with appropriate data and access to support the plan review process. The JSCP will direct which plans require TPFDDs.

b. Responsibilities.

(1) J-3 Command Systems Operations Division.

(a) Coordinates with DISA and/or JS Support Center (JSSC) to ensure JSCP-tasked plans databases are synchronized across resident strategic server enclaves.

(b) In coordination with DISA and/or the JSSC, provides analytical and summary data from the contingency plan databases during the review as well as other assistance requested by the JS.

(c) Serves as the JS primary POC for accessing TPFDD data during plan execution. Provides analytic and summary reports and other assistance required by the crisis action team during execution.

(2) J-3 Nuclear Operations Division. Serves as the POC for nuclear munitions TPFDD files.

ENCLOSURE G

REFERENCES

- a. DOD Series, "Guidance for Employment of the Force (GEF)"
- b. CJCSI 3110.01 Series, "Joint Strategic Capabilities Plan"
- c. CJCSM 3122.01 Series, "Joint Operation Planning and Execution System Volume I (Planning Policies and Procedures)"
- d. CJCSM 3122.03 Series, "Joint Operation Planning and Execution System Volume II (Planning Formats and Guidance)"
- e. CJCSM 3122.04 Series, "Joint Operation Planning and Execution System Volume II (Supplemental Planning Formats and Guidance)"
- f. CJCSM 3122.02 Series, "Joint Operation Planning and Execution System Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution)"
- g. "CJCS Directives Electronic Library," Information Management Division, 6 May 2011, <[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives)> (accessed: July 20, 2011)
- h. "Adaptive Planning Roadmap II," signed 5 March 2008.
- i. CJCSM 5002.01 Series, "Meetings in the JCS Conference Room"
- j. CJCSI 3110.03 Series, "Logistics Supplement to the Joint Strategic Capabilities Plan"
- k. CJCSI 3401.01 Series, "Joint Combat Capability Assessment"
- l. DOD Series, "Global Force Management Implementation Guidance"
- m. CJCSI 3100.01 Series, "Joint Strategic Planning System"
- j. DODD 3000.06, 10 July 2007, "Combat Support Agencies"
- k. CJCSM 3314.01 Series, "Intelligence Planning"

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## GLOSSARY

### ABBREVIATIONS AND ACRONYMS

#### A

AP	adaptive planning
APEX	adaptive planning and execution

#### C

CA	civil affairs
CANUS	Canada-United States
CBRN	chemical, biological, radiological, and nuclear
CCDR	Combatant Commander
CCMD	combatant command
CJA	Comprehensive Joint Assessment
CJCS	Chairman, Joint Chiefs of Staff
CNA	computer network attack
CND	computer network defense
CNE	computer network exploitation
COA	course of action
CONPLAN	operation plan in concept format/concept plan
CONUS	continental United States
CP	counterproliferation
CSA	combat support agency

#### D

DASD(P)	Deputy Assistant Secretary of Defense for Plans
DCMA	Defense Contract Management Agency
DISA	Defense Information Systems Agency
DJ-3	Director for Operations
DJ-4	Director for Logistics
DJ-5	Director for Strategic Plans and Policy
DJS	Director, Joint Staff
DLA	Defense Logistics Agency
DOD	Department of Defense
DSCA	defense support of civil authorities
DTRA	Defense Threat Reduction Agency

**E**

EW electronic warfare

**G**

GCP Global Campaign Plan  
GEF Guidance for Employment of the Force  
GFM Global Force Management  
GFMB Global Force Management Board

**I**

IA Interagency  
IADB Inter-American Defense Board  
IAW in accordance with  
IMO Intermediate Military Objective  
IO information operations  
IPR in-progress review  
IPR-A Strategic Guidance  
IPR-C Concept Development  
IPR-F Plan Development  
IPR-R Plan Assessment  
ISR intelligence, surveillance, and reconnaissance

**J**

J-2 intelligence directorate of a joint staff  
J-3 operations directorate of a joint staff  
J-4 logistics directorate of a joint staff  
J-5 strategic plans and policy directorate of a joint staff  
J-8 force structure, resources, and assessment directorate of a joint staff  
JCA Joint Capability Area  
JCCA Joint Combat Capability Assessment  
JCS Joint Chiefs of Staff  
JERPAT Joint Execution Readiness Plan Assessment Tool  
JOWPD Joint Operational War Plans Division  
JPEC Joint Planning and Execution Community  
JSCP Joint Strategic Capabilities Plan  
JSSC Joint Staff Support Center

**L**

LSA logistics supportability analysis

**M**

MCC Military Cooperation Committee  
MISO military information support operations  
MFR memorandum for the record

**N**

NATO North Atlantic Treaty Organization  
NCR national capital region  
NGB National Guard Bureau  
NISP National Intelligence Support Plan  
NMCS National Military Command System  
NORAD North American Aerospace Defense Command  
NSA National Security Agency

**O**

OCJCS Office of the Chairman, Joint Chiefs of Staff  
OPLAN operation plan  
OPR office of primary responsibility  
OSD Office of the Secretary of Defense  
OUSD(P) Office of the Under Secretary of Defense for Policy

**P**

PC Promote Cooperation  
POC point of contact

**R**

RATE refine, adapt, terminate, and execute  
ROE rules of engagement

**S**

SCP Subordinate Campaign Plan  
SecDef Secretary of Defense  
SIPRNET SECRET Internet Protocol Router Network  
SME subject matter expert  
STO special technical operations

**T**

TCP Theater Campaign Plan  
TPFDD time-phased force and deployment data

**U**

USD(P) Under Secretary of Defense for Policy  
USG United States Government

**V**

VCJCS Vice Chairman, Joint Chiefs of Staff