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CJCS Guide 3130

12 April 2023

JOINT PLANNING AND EXECUTION OVERVIEW AND POLICY FRAMEWORK

References:

See Enclosure C

1. Purpose

a. This guide is an executive summary of the Department of Defense's (DoD's) joint planning and execution enterprise. This guide, and associated Chairman of the Joint Chiefs of Staff (CJCS) 3130 family of documents, provide policy and procedures for implementing Secretary of Defense (SecDef) guidance in joint planning and execution.

(1) Enclosure A provides an overview of the joint planning and execution enterprise.

(2) Enclosure B summarizes the intent of each directive in the CJCS 3130 family of documents, which provide standard policies and procedures.

b. The joint planning and execution enterprise encompasses doctrine, organization, training, materiel, leadership, education, personnel, facilities, and policy. It is a compilation of joint policies, processes, procedures, tools, training, education, and stakeholders associated with developing and implementing plans and orders to further strategic objectives. It integrates strategic planning, operational planning, and execution activities of the joint planning and execution community (JPEC) to transition planning to execution. Planning operational activities and functions span many organizations at all levels of the chain of command. Collaboration among the supported and supporting commands, Services, and other DoD and non-DoD organizations is an essential element of the enterprise necessary to achieve unified action. It informs the entire chain of command, from the President of the United States down to the lowest level, facilitating informed decisions on how, when, and where to employ the military. Joint planning and execution is applicable across the range and spectrum of military operations in support of the *National*

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Security Strategy (NSS) (reference a), *National Defense Strategy (NDS)* (reference b), and *National Military Strategy (NMS)* (reference c).

2. Superseded. CJCS Guide 3130, “Adaptive Planning and Execution (APEX) Overview and Policy Framework,” 5 March 2019, is hereby superseded.

3. Applicability

a. Policies and procedures apply to Combatant Commands (CCMDs), sub-unified commands, joint task forces, subordinate components of these joint commands, Services, combat support agencies, the Joint Staff, and the National Guard Bureau.

b. This guide and the associated CJCS 3130 family of documents must be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If a conflict arises between the contents of this guide and the contents of other joint or Service publications, this guide takes precedence for the activities of the joint forces unless the CJCS has provided more current and specific guidance to the contrary.

4. Summary of Changes. Changes to CJCS Guide 3130 include: removing obsolete terminology, specifically the term “Adaptive Planning and Execution (APEX)”; incorporating the latest strategic guidance and references; updating terms and definitions for directed readiness, assignment, and allocation; and updating figures describing the joint planning and execution enterprise and joint planning and execution.

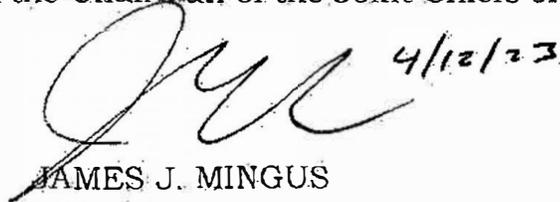
5. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-secure Internet Protocol Router Network. DoD components (including the CCMDs), other Federal agencies, and the public may obtain copies of this directive through the Internet from the CJCS electronic library at: <<https://www.jcs.mil/Library>>. Access may also be obtained via the Secure Internet Protocol Router Network directives electronic library web sites.

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6. Effective Date. This guide is effective immediately.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read 'J. Mingus', with the date '4/12/23' written to its right.

JAMES J. MINGUS
LTG, USA
Director, Joint Staff

Enclosures

- A - Planning and Execution
- B - CJCS 3100 Family of Documents
- C - References
- GL - Glossary

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ENCLOSURE A

JOINT PLANNING AND EXECUTION

1. Purpose. This enclosure provides an executive overview of the joint planning and execution enterprise.

a. The enterprise's CJCS family of documents provides standard policies and procedures to plan for and execute joint activities. They facilitate collaboration and unified action through the chain of command. This includes providing informed recommendations to the President and SecDef to direct the military in pursuit of national and defense policy objectives.

b. Information technology (IT) capabilities enable planners access to shared data and information to plan collaboratively and execute military activities. These IT capabilities include applications, tools, services, and databases that are constantly evolving. As new IT capabilities are developed and fielded, the CJCS 3130 family of documents will be updated to provide common operating procedures.

2. Joint Planning and Execution Enterprise. A DoD enterprise of joint policies, processes, procedures, and reporting structures, supported by communications and information technology that is used by the JPEC to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. Figure 1 is a conceptual view of the enterprise. This includes the civilian-military dialogue that shapes strategic guidance directing the development and execution of military plans. Planning and execution inform the civilian-military dialogue. As options are selected and plans are refined, planning and execution provides detailed courses of action. The resultant resource-informed plans balance strategic and operational ends, ways, and means with understood assumptions at acceptable risk in pursuit of policy objectives.

3. Global Military Integration. The CJCS has the statutory function of providing advice to the President and SecDef on global military integration (reference d). Reference e introduce planning and execution related to global military integration.

4. Strategic Direction. Strategic direction is the strategy and intent of the President, SecDef, and CJCS in pursuit of national interests. It is the common thread that integrates and synchronizes planning activities and operations of the supported and supporting commands, Services, and other organizations.

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The President, SecDef, or CJCS provides strategic direction to the military in documents, orders, and memorandums. When time is of the essence, this direction may be delivered verbally. Capstone strategic guidance documents that contain strategic direction include:

- a. President. Presidential executive orders, directives, and memorandums, the NSS (reference a), *Contingency Planning Guidance* (reference f), and *Unified Command Plan* (reference g).
- b. Secretary of Defense. The NDS (reference b), *Defense Planning Guidance* (reference h), *Global Force Management Implementation Guidance* (GFMIG) (reference i), and *Guidance for the Employment of the Force* (reference j).
- c. Chairman of the Joint Chiefs of Staff. The NMS (reference c), CJCSI 3110.01, “Joint Strategic Campaign Plan” (JSCP) (reference k), and CJCSI 3100.01, “Joint Strategic Planning System” (JSPS) (reference e).
- d. Secretary of State. Department of State (DOS) and U.S. Agency for International Development Joint Strategic Plan provides additional information to the Combatant Commanders (CCDRs) to understand the goals and efforts of the DOS. Further, the CCDRs are also informed by DOS Joint Regional (Bureau) Strategies and by the plans created by the corresponding functional bureaus within the DOS.

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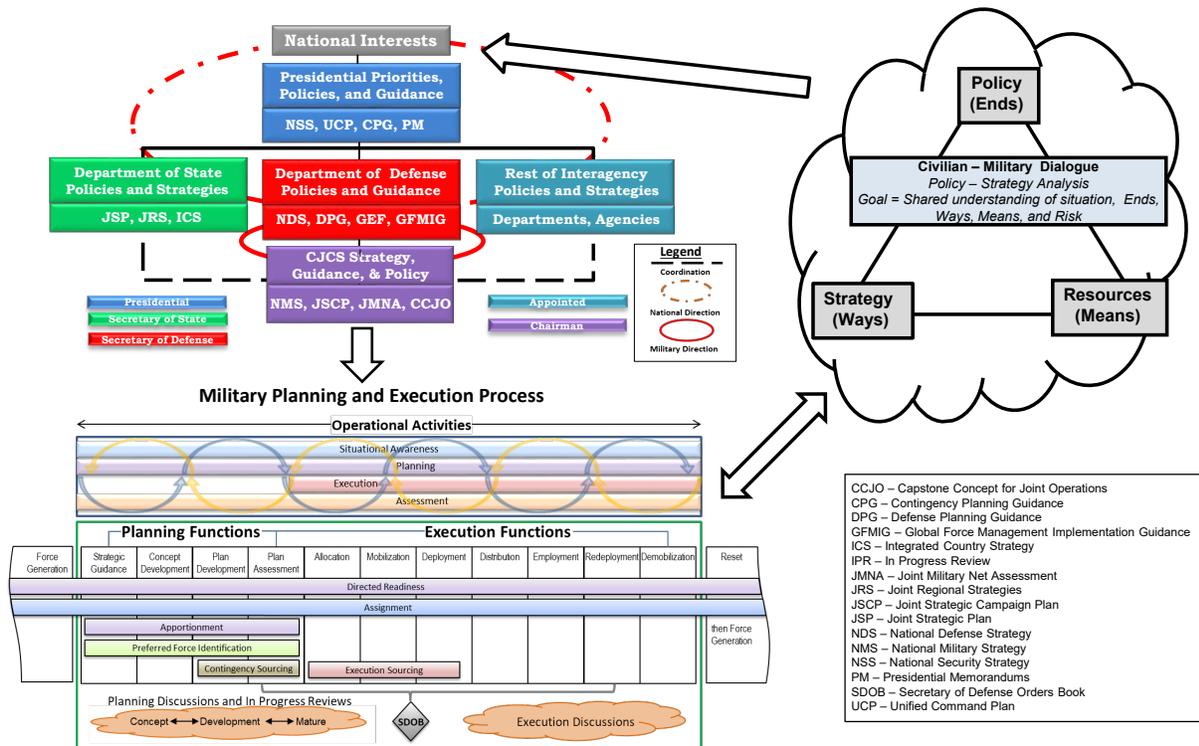


Figure 1. Joint Planning and Execution Enterprise

5. Ends, Ways, and Means

a. The U.S. Government achieves strategic objectives by maintaining the appropriate balance between ends, ways, and means.

b. Policy and strategy analysis is conducted by recurring and continuous civilian-military dialogue among the President, SecDef, CJCS, interagency leadership, Service-level leadership, and CCDRs responsible for directed campaign and contingency plans, activities, and operations. The goal of this dialogue is to achieve and maintain a shared understanding of:

- (1) Strategic, cultural, and operational context.
- (2) Potential or emerging challenges to U.S. national interests.
- (3) Political acceptability of operational approaches.
- (4) Resources necessary and available to achieve strategic and operational objectives.

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- (5) Risk and mitigation options.
- (6) Timing and content of required senior leader decisions.

6. Instruments of National Power. Consideration and proper application of all instruments of national power throughout planning should lead to an effective integration of whole-of-government actions during execution. CCMDs develop plans outlining their vision for coordinating and synchronizing military activities and operations with other instruments of national power to attain national strategic ends. The supported command or organization is responsible for synchronizing the instruments of national power to achieve a unified effect. Depending on the situation, the military may be in a supported or supporting role.

7. Joint Planning and Execution. Joint planning and execution consists of operational activities and planning and execution functions (see Figure 2).

a. Operational Activities

(1) Situational Awareness. Situational awareness is achieved through the continuous monitoring of the strategic and operational environment. It is the foundation supporting the cycle of planning, execution, and assessment activities. Situational awareness informs leaders with a current and relevant understanding of the dynamic operating environment.

(2) Planning. Planning implements strategic direction into military plans and orders. Planners draw upon strategies and concepts to develop campaign and contingency plans that shape options and courses of action for military responses. Planning informs the civilian-military dialogue, leading to a shared understanding of ends, ways, and means. It integrates long-term and crisis-planning into one flexible construct. Depending on time constraints, planning functions can be performed in series over a period of time, in a compressed timeline, in parallel, or can be eliminated, as appropriate.

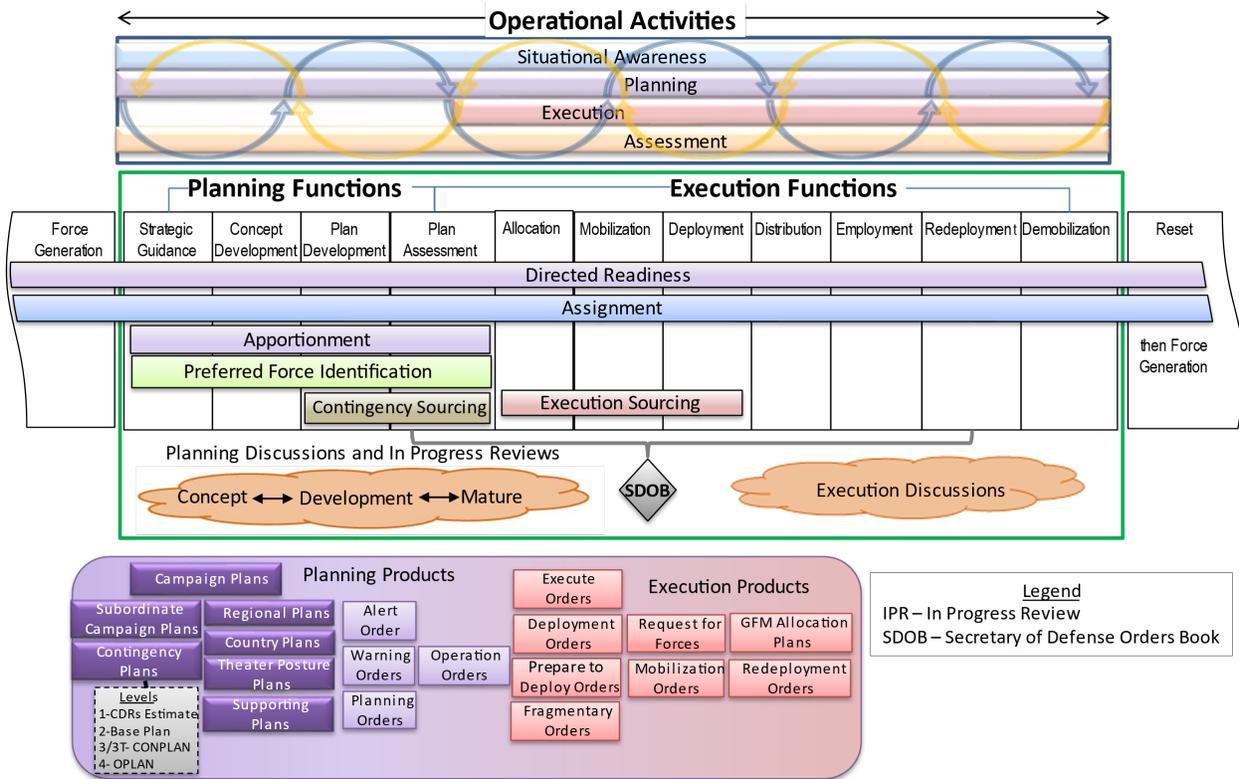


Figure 2. Joint Planning and Execution

(3) Execution. During all execution functions, supported and supporting commanders, Services, and other organizations throughout the chain of command direct, monitor, assess, and adjust efforts toward achieving military objectives. Branch plans and sequels continue to evolve in response to actual and anticipated changes in the operating environment. CCDRs continuously execute military activities that are integral to their plans. Execution of subsequent branches or sequels to the plan may be conducted under different authorities dependent upon the type of activity (e.g., operation, exercise, security cooperation). Execution continues until the mission is accomplished, revised, or until reset begins.

(4) Assessment

(a) Assessment is the continuous monitoring and evaluation of the current situation and progress of a plan or operation toward mission accomplishment. Joint planning and execution requires assessments at all levels of the chain of command through planning and execution. Leaders at all levels within the chain of command use assessments to determine if correct actions are being taken and if those actions are being accomplished correctly. This feedback becomes the basis for learning, adaptation, and subsequent

adjustment. Assessment involves comparing forecasted outcomes to actual events to determine the overall effectiveness of actions planned or taken. Assessments identify tactical and operational risks that enable improvements to the commander's operational approach and the military plan. Assessments also identify strategic risks that inform civilian-military leaders and influence policy-level decisions. Reference 1 addresses plan assessment.

(b) Staff estimates are functional assessments that are updated continuously throughout all operational activities. They help establish and maintain coordination and cooperation with staffs and units throughout the chain of command. They provide assessments of proposed actions that help inform the planners and assist the commander's decision making. Accurate, timely, and integrated staff estimates directly affect the commander's ability to make well-informed resource and risk-based decisions by improving situational awareness. Plans at all levels consider the functional expertise in each respective staff area. For example:

1. Intelligence planning integrates DoD and intelligence community capabilities to support the Joint Strategic Planning System and satisfy CCDRs' intelligence requirements, assess the intelligence capabilities, develop an intelligence concept of operations, and identify risk based on knowledge gaps, capability gaps and shortfalls. Reference m discusses intelligence planning in further detail.

2. Joint logistics planning provides the means to integrate, synchronize, and prioritize joint logistics capabilities to achieve the supported commander's operational objectives and desired outcome. References n and o address support planning.

b. Planning Functions

(1) Joint planning consists of four functions: strategic guidance, concept development, plan development, and plan assessment. During these functions, the goal is to produce standardized and transition-ready plans that accomplish assigned objectives, align with strategic guidance, and reflect the current operating environment and resource constraints. The supported commanders synchronize efforts among the JPEC and maintain an ongoing civilian-military dialogue, which allows for adjustments to guidance and the developing plan to adapt to changes in the strategic and operational environment. Planning addresses how the execution functions will be achieved.

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(2) Planning leverages several tools and processes. IT tools enable planner collaboration and access to shared authoritative data. Processes (i.e., operational art, operational design, and joint planning) provide planners with flexible analytical techniques for framing problems and logically developing plans and orders to accomplish missions or objectives. References p and q expand on the processes used during planning.

c. Execution Functions. There are seven execution functions: allocation, mobilization, deployment, distribution, employment, redeployment, and demobilization. During each function, supported and supporting commanders, Services, and other organizations direct, monitor, assess, and adjust. CCDRs continue to review progress during execution with the President, SecDef, and CJCS to ensure their planning remains consistent with national objectives and assumptions. References p, q, and r provide detailed discussion on the execution processes, roles, and responsibilities.

d. Global Force Management Processes. Overlaying the joint planning and execution process, global force management (GFM) serves to align directed readiness, force assignment, allocation, apportionment, and assessment to support reference b. Directed readiness and assignment run throughout the planning and execution functions. Allocation is limited to execution functions, while apportionment is part of planning. These GFM processes are detailed in reference i.

e. Sourcing. Strategy and resource-informed planning require the development of plans based on the readiness and availability of the force, the capacity and capability of the logistics and transportation systems, preferred munitions, host nation support, and contract support. GFM procedures provide proactive, resource-informed, and risk-informed planning assumptions and estimates and execution decision-making regarding military forces. Time phased force requirements are documented as notional time-phased force and deployment data (TPFDD). Within GFM, there are three levels of matching forces to requirements, depending upon the end state required: identification of preferred forces, contingency sourcing, and execution sourcing.

(1) Preferred Forces. CCMD planners identify preferred forces as a planning assumption necessary to continue planning and assess the feasibility of a plan. The amount/quantity of identified preferred forces should be within the quantities of those force types apportioned. Preferred forces are planning assumptions only and do not indicate that these forces will be contingency or execution sourced. The degree to which the CCDR makes appropriate planning assumptions when identifying preferred forces improves the feasibility of a plan.

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(2) Contingency Sourcing. Contingency sourcing is a part of the plan assessment. It entails the Joint Force Coordinator and joint force providers identifying forces that meet the sourcing guidance communicated in the contingency sourcing message, which is based on assumptions, and represents a snapshot of sourcing feasibility for senior leaders. References i and s contain detailed step-by-step procedures for contingency sourcing.

(3) Execution Sourcing. During execution, the supported CCDR may task their assigned forces to fill force requirements to perform authorized missions. These requirements constitute the assigned force demand. If additional forces are required, the supported CCDR requests those forces through the GFM allocation process for consideration by the SecDef. The SecDef's decision to allocate forces involves weighing the force providers' risks of sourcing with operational risks to both current operations and potential future contingencies. SecDef decisions are ordered in the Global Force Management Allocation Plan (GFMAP) and transmitted via deployment orders down the force provider's chain of command to the unit or individual. The force provider conducts deployment planning and documents the deployment and movement plan in the TPFDD, which contains the detailed data needed to conduct movement. References i and s contain a more detailed discussion of directed readiness, assignment, allocation, apportionment, and assessment. References r and t detail the TPFDD development process.

f. In-Progress Reviews. In-progress reviews (IPRs) are an ongoing process to gain SecDef review and approval of plans and provide a forum for senior leaders to focus on CCDR's plans to refine strategic direction and discuss military options early in the planning process. As the plan is developed, these discussions assist in understanding strategic and operational assumptions, risks, decision points, and addressing issues and concerns. Reference l provides a detailed discussion of the IPR process for CCMD level plans. IPRs continue, as required, to determine if actions taken are achieving objectives toward the end state based on a dynamic environment.

g. Secretary of Defense Orders Book. The Secretary of Defense Orders Book (SDOB) is a briefing used to route draft orders through the Directors of the Joint Staff Directorates, Office of the Secretary of Defense, and CJCS to the SecDef for approval. Examples include, but are not limited to, the GFMAP and modifications, warning orders, execute orders, deployment orders, force preparation messages, and alert and mobilization orders. References i and s discuss the SDOB process in greater detail.

h. Planning and Execution Products. Plans and orders are products produced during planning and execution. The format and content of these

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documents are dependent upon the scope of planning or execution and is prescribed in the CJCS 3130 family of documents. Reference u provides planning template formats.

8. Planning and Execution Evolution. Planning and execution will evolve to meet the challenges faced when applying the joint forces to address global and regional challenges. The procedures in the CJCS 3130 family of documents provide commanders a common standard when collaboratively planning and executing joint operations.

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ENCLOSURE B

CHAIRMAN OF THE JOINT CHIEFS OF STAFF 3130 FAMILY OF DOCUMENTS

1. Purpose. This enclosure provides a description and summary of the CJCS 3130 family of documents. These documents provide the policies, processes, and procedures that govern planning and execution activities.
2. Planning Documentation. The CJCS 3130 family of documents is a mix of policy and procedure documents. Those documents will be updated and revised as driven by operational necessity. Table 1 details the current CJCS 3130 family of documents. A narrative summary of current and future documents follows:
 - a. Chairman of the Joint Chiefs of Staff Guide 3130. CJCS Guide 3130, “Planning and Execution Overview and Policy Framework,” provides an executive summary of the enterprise and specifies where the detailed policies and procedures are found within the CJCS 3130 Guide family of documents.
 - b. Chairman of the Joint Chiefs of Staff Manual 3130.02. CJCSM 3130.02, “Joint Planning and Execution Policies and Procedures,” details and describes the integration of the various processes. It will describe the application of joint policies and procedures for the development and implementation of plans developed in crisis and non-crisis situations.
 - c. Chairman of the Joint Chiefs of Staff Manual 3122.01. CJCSM 3122.01, “Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures,” will be rescinded upon publication of CJCSM 3130.02.
 - d. Chairman of the Joint Chiefs of Staff Manual 3130.03. CJCSM 3130.03, “Planning and Execution Formats and Guidance,” sets forth administrative instructions for joint operation plan formats submitted for review to the CJCS, as well as the orders generated to execute.
 - e. Chairman of the Joint Chiefs of Staff Manual 3130.03-1. CJCSM 3130.03-1, “Defense Support of Civil Authority (DSCA) Supplement to CJCSM 3130.03 Series, Planning and Execution Formats and Guidance,” provides planning formats for Defense Support of Civil Authorities operations.
 - f. Chairman of the Joint Chiefs of Staff Manual 3130.04. CJCSM 3130.04, “Deployment Policies and Procedures,” will establish policies and procedures to

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plan and execute joint deployment and redeployment operations. It will detail the TPFDD and describe the force planning requirements to validate, schedule, optimize, and move force requirements within a TPFDD.

g. Chairman of the Joint Chiefs of Staff Manual 3122.02 and Chairman of the Joint Chiefs of Staff Guide 3122. CJCSM 3122.02, “Joint Operation Planning and Execution System (JOPES) Volume III Time Phased Force and Deployment Data Development and Deployment Execution” and CJCS Guide 3122, “Time-Phased Force and Deployment Data (TPFDD) Primer,” will be rescinded upon publication of CJCSM 3130.04.

h. Chairman of the Joint Chiefs of Staff Manual 3130.05. CJCSM 3130.05, “Joint Planning and Execution Service (JPES) - Information Systems Governance,” will provide policy and procedures to govern and manage the JPES IT system.

i. Chairman of the Joint Chiefs of Staff Manual 3122.05. CJCSM 3122.05, “Operating Procedures for Joint Operation Planning and Execution System– (JOPES) - Information Systems (IS) Governance,” will be rescinded upon publication of CJCSM 3130.05.

j. Chairman of the Joint Chiefs of Staff Manual 3130.06. CJCSM 3130.06, “Global Force Management Allocation Policies and Procedures,” establishes policy and procedures to plan and execute GFM allocation activities. It implements SecDef guidance found in the GFMIG into policy.

k. Chairman of the Joint Chiefs of Staff Manual 3130.07. CJCSM 3130.07, “Integrated Joint Special Technical Operations (IJSTO) Supplement to CJCSM 3130.02 Series, Planning and Execution (PEX) Policies and Procedures,” will establish guidance for the integration of IJSTO into planning and execution.

l. Chairman of the Joint Chiefs of Staff Manual 3122.07. CJCSM 3122.07, “Integrated Joint Special Technical Operations (IJSTO) Supplement to Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policy and Procedures),” will be rescinded upon publication of CJCSM 3130.07.

m. Chairman of the Joint Chiefs of Staff Manual 3130.08. CJCSM 3130.08, “Integrated Joint Special Technical Operations (IJSTO) Supplement to CJCSM 3130.03 Series, ‘Planning and Execution Formats and Guidance’,” provides planning formats and guidance for IJSTO enclosures to operation plans and concept plans.

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n. Chairman of the Joint Chiefs of Staff Manual 3130.09. CJCSM 3130.09, “Interagency Coordination Processes,” will identify processes military planners will use to apply planning and execution principles toward interagency coordination.

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CJCS Joint Planning and Execution Family of Documents			
Title	OPR	Current Document Numbers	Future Document Document Title
Joint Planning and Execution and Policy Framework	Joint Staff J-35	CJCS Guide 3130	CJCS Guide 3130 “Joint Planning and Execution Overview and Policy Framework”
JOPES Volume I, Planning Policies and Procedures	Joint Staff J-35	CJCSM 3122.01 (JOPES Vol I)	CJCSM 3130.02 “Joint Policies and Procedures”
Planning Formats and Guidance	Joint Staff J-5/JOWPD	CJCSM 3130.03	CJCSM 3130.03 “Planning and Execution Formats”
Defense Support of Civil Authority (DSCA) Supplement to CJCSM 3130.03	Joint Staff	CJCSM 3130.03-1	CJCSM 3130-03-1 Defense Support of Civil Authority (DSCA) Supplement to CJCSM 3130.03
JOPES Volume III, TPFDD Development and Deployment Execution	Joint Staff J-35	CJCSM 3122.02 (JOPES Vol III)	CJCSM 3130.04 “Deployment Policies and Procedures”
Operating Procedures for JOPES Information Systems Governance	Joint Staff J-35	CJCSM 3122.05 (JOPES Vol V)	CJCSM 3130.05 “JPES Information Systems Governance”
Global Force Management Allocation Policies and Procedures	Joint Staff J-35	CJCSM 3130.06	CJCSM 3130.06 “Global Force Management Allocation Policies and Procedures”
IJSTO Supplement to JOPES Volume I (Planning Policy and Procedures)	Joint Staff J-39	CJCSM 3122.07	CJCSM 3130.07 “IJSTO Supplement to CJCSM 3130.02”
IJSTO Supplement to JOPES (Volume II) Planning Formats and Guidance	Joint Staff J-39	CJCSM 3130.08	CJCSM 3130.08 “IJSTO Supplement to CJCSM 3130.03”
Interagency Coordination Processes	Joint Staff J-5/JOWPD	None	CJCSM 3130.09 “Interagency Coordination Processes”

Table 1. Chairman of the Joint Chiefs of Staff Joint Planning and Execution Family of Documents

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REFERENCES

- a. President of the United States of America, October 2022, *National Security Strategy*
- b. Secretary of Defense, 28 March 2022, *2022 National Defense Strategy of the United States of America*
- c. Chairman of the Joint Chiefs of Staff, 14 August 2022, *National Military Strategy 2022*
- d. Title 10, U.S. Code
- e. CJCSI 3100.01 Series, “Joint Strategic Planning System (JSPS)”
- f. President of the United States of America, 10 August 2021, *Contingency Planning Guidance 2021–2023*
- g. President of the United States of America, 13 January 2021, *Unified Command Plan*
- h. Secretary of Defense, 22 February 2023, *FY 2024–2028 Defense Planning Guidance*
- i. Secretary of Defense, 6 February 2023, *Fiscal Years 2023–2025 Global Force Management Implementation Guidance*
- j. Secretary of Defense, forthcoming, *Guidance for the Employment of the Force*
- k. CJCSI 3110.01 Series, “Joint Strategic Campaign Plan (JSCP)”
- l. CJCSI 3141.01 Series, “Management and Review of Campaign and Contingency Plans”
- m. CJCSM 3314.01 Series, “Intelligence Planning”
- n. JP 4-0, 4 February 2019, “Joint Logistics”
- o. CJCSI 3110.03 Series, “Logistics Supplement (LOGSUP) for the 2021 Joint Strategic Campaign Plan (JSCP)”

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- p. JP 5-0, 1 December 2020, “Joint Planning”
- q. CJCSM 3122.01 Series, “Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures”
- r. CJCSM 3122.02 Series, “Joint Operation Planning and Execution System (JOPES) Volume III Time Phased Force and Deployment Data Development and Deployment Execution”
- s. CJCSM 3130.06 Series, “Global Force Management Allocation Policies and Procedures”
- t. CJCS Guide 3122, “Time-Phased Force and Deployment Data (TPFDD) Primer”
- u. CJCSM 3130.03 Series, “Planning and Execution Formats and Guidance”

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GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

CCMD	Combatant Command
CCDR	Combatant Commander
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CSA	combat support agency
DoD	Department of Defense
EAP	Emergency Action Procedures
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMIG	Global Force Management Implementation Guidance
IJSTO	Integrated Joint Special Technical Operations
IPR	in-progress review
IT	information technology
JOPES	Joint Operation Planning and Execution System
JPEC	Joint planning and execution community
JPES	Joint planning and execution services
SDOB	Secretary of Defense Orders Book
SecDef	Secretary of Defense
TPFDD	time-phased force and deployment data

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PART II – TERMS AND DEFINITIONS

joint planning and execution enterprise. A Department of Defense enterprise of joint policies, processes, procedures, and reporting structures, supported by communications and information technology that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

alert order. (1) A planning directive normally associated with a crisis, issued by the Chairman of the Joint Chiefs of Staff on behalf of the President or Secretary of Defense, that provides essential planning guidance and directs the development, adaptation, or refinement of a plan or order after the directing authority approves a military course of action. (2) A planning directive that provides essential planning guidance, directs the initiation of planning after the directing authority approves a military course of action, but does not authorize execution. Also called ALERTORD. (JP 5-0)

allocated forces. Those forces, individuals, and resources provided by the President or Secretary of Defense to a Combatant Commander (CCDR), not already assigned to that CCDR, for execution. (GFMIG)

allocation. The command and control mechanism specified in title 10, U.S. Code, section 162 for the Secretary of Defense to temporarily adjust the distribution of forces among the Combatant Commands and U.S. Element, North American Aerospace Defense Command to accomplish directed missions. (GFMIG)

apportioned forces. Those forces and resources assumed to be available for planning as averaged over the fiscal year. Apportioned forces are what a Combatant Commander can reasonably expect to be made available, but not necessarily an identification of the actual forces that will be allocated for use when a contingency plan transitions to execution. They may include those assigned, those expected through mobilization, and those programmed.

apportionment. The quantities of force capabilities and resources provided for planning purposes only, but not necessarily an identification of the actual forces that may be allocated for use when a plan transitions to execution. (JP 5-0)

assessment. (1) A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations. (2) Determination of the progress toward accomplishing a task, creating a

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condition, or achieving an objective. (3) Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. (4) Judgment of the motives, qualifications, and characteristics of present or prospective employees or agents. (JP 3-0)

assigned force demand. Tracking of the demand signal for Combatant Commander (CCDR) use of forces assigned by the “Forces For” memorandum to conduct operational missions within the CCDR area of responsibility as part of the Global Force Management process. (CJCSM 3130.06)

assigned forces. Those forces and resources that have been placed under combatant command (command authority) of a unified or specified commander by the direction of the Secretary of Defense in the “Forces for” memorandum according to title 10, U.S. Code, section 162, or in accordance with Section II of the Global Force Management Implementation Guidance. (GFMIG)

assignment. The command and control mechanism specified in title 10, U.S. Code, section 162 for the Secretary of Defense to distribute forces to the Combatant Commands (CCMDs) and U.S. Element, North American Aerospace Defense Command to accomplish directed missions. responsibility to assign forces to CCMDs in support of the strategic *Unified Command Plan*. (GFMIG)

campaign plan. A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP 5-0)

Combatant Command. A unified or specified command with a broad continuing mission under a single commander established and so designated by the President through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant Commands typically have geographic or functional responsibilities. (JP 1)

Combatant Commander. A commander of one of the unified or specified Combatant Commands established by the President. (JP 3-0)

concept plan. An operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order. Also called CONPLAN. (JP 5-0)

contingency sourced forces. Specific forces identified by joint force providers, assisted by their Service components and the parent Services, which meet the Combatant Commander’s planning requirement at a specified point in time. (JSCP)

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contingency sourcing. The process of the joint force providers—assisted by their Service components and the parent Services—identifying forces which meet the Combatant Commander’s planning requirement for plans at a specified point in time and represents a snapshot depiction for senior leadership.

course of action. (1) Any sequence of activities that an individual or unit may follow. (2) A scheme developed to accomplish a mission. (JP 5-0)

deployment. The movement of forces into and out of an operational area. (JP 3-35).

deployment order. (1) A directive for the deployments of forces for operations or exercises. (2) A directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that authorizes the transfer of forces between Combatant Commanders, Services, and Department of Defense agencies and specifies the authorities the gaining combatant commander will exercise over the specific forces to be transferred. Also called DEPORD.

directed readiness. The Global Force Management process, which allows the Secretary of Defense to balance risk by directing the expected readiness of specific force elements for proactive and scalable operations, while modernizing and preserving force availability in the event of a major contingency.

DoD agencies. Organizational entities of the Department of Defense established by the Secretary of Defense under title 10, U.S. Code to perform a supply or service activity common to more than one military activity. (JP 1)

execute order. (1) An order issued by the Chairman of the Joint Chiefs of Staff, at the direction of the Secretary of Defense, to implement a decision by the President to initiate military operations. (2) An order to initiate military operations as directed. (Source JP 5-0)

execution sourced forces. Forces recommended and identified by joint force providers, assisted by their Service components (who are responsible to coordinate with their Services). The recommended sourcing solution is reviewed through the Global Force Management allocation process and becomes sourced when approved by the Secretary of Defense for the execution of an approved operation or potential of imminent execution of an operation plan or exercise. The Joint Staff provides specific guidance for the selection of forces in the execution sourcing message, including unit reporting requirements, which will be done according to current procedures. Execution sourcing of forces may result in a prepare to deploy order, deployment order, or

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execute order. (1) Units tasked must meet minimum readiness and availability criteria as directed by the tasking authority. (2) Execution sourced forces are considered allocated forces and are unavailable for use in other plans or operations unless reallocated by the Secretary of Defense. (GFMIG)

execution sourcing. The process of identifying forces recommended and identified by joint force providers, assisted by their Service components, which are responsible to coordinate with their Services, and allocated by the Secretary of Defense to meet Combatant Commander force requirements.

force planning. (1) Planning associated with the creation and maintenance of military capabilities by the Military Departments, Services, and U.S. Special Operations Command. (2) In the context of joint planning, it is an element of plan development where the supported Combatant Command, in coordination with its supporting and subordinate commands, determines force requirements to accomplish an assigned mission. (JP 5-0)

force sourcing. The identification of the actual units, their origins, ports of embarkation, and movement characteristics to satisfy the time-phased force requirements of a supported commander. (JP 5-0)

Global Force Management. A process to align directed readiness, assignment, allocation, apportionment, and assessment methodologies in support of the *National Defense Strategy* and joint force availability requirements; presents comprehensive visibility of the global availability and operational readiness (to include language, regional, and cultural proficiency of U.S. conventional military forces); globally sources joint force requirements; and provides senior decision makers a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment, and apportionment changes. (GFMIG)

Joint Force Coordinator. The Joint Force Coordinator is responsible for consolidating and staffing all sourcing recommendations from Joint Force Providers (JFPs) for the SecDef Orders Book approval process. In coordination with Force Providers and JFPs, including civil affairs and military information support operations forces, in support of conventional missions. (Also called JFC).

joint planning. Planning activities associated with military operations by Combatant Commanders and their subordinate commanders. (JP 5-0)

joint planning and execution enterprise. A Department of Defense enterprise of joint policies, processes, procedures, and reporting structures, supported by communications and information technology that is used by the joint planning

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and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

joint planning process. An orderly, analytical process that consists of a logical set of steps to analyze a mission, select the best course of action, and produce a joint operation plan or order. (JP 5-0)

joint planning and execution community. Those headquarters, commands, and agencies involved in the training, preparation, mobilization, deployment, employment, support, sustainment, redeployment, and demobilization of military forces assigned or committed to a joint operation. Also called JPEC. (JP 5-0)

Joint Strategic Planning System. One of the primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the Combatant Commanders, carries out the statutory responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces of the United States. Also called JSPS. (JP 5-0)

levels of planning. (1) Level one planning detail – commander’s estimate; (2) Level two planning detail – base plan; (3) Level three planning detail – concept plan; (4) Level four planning detail – operation plan. (JP 5-0)

operation order. A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called OPORD. (JP 5-0)

operation plan. A complete and detailed plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment list. Also called OPLAN. (JP 5-0)

planning directive. The planning directive identifies planning responsibilities for developing joint force plans. It provides guidance and requirements to the staff and subordinate commands concerning coordinated planning actions for plan development. It is normally used during contingency planning.

planning order. A planning directive that provides essential planning guidance and directs the development, adaptation, or refinement of a plan or order. Also called PLANORD. (JP 5-0)

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preferred forces. Forces by the supported Combatant Commander in order to continue employment, sustainment, and transportation planning and assess risk. These forces are planning assumptions only, are not considered “sourced” units, and do not indicate forces will be contingency or execution sourced. (GFMIG) Specific units that are identified to provide assumptions essential for continued planning and assessing the feasibility of a plan. (JP 5-0)

resources. The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command. (JP 1)

risk. The probability and consequence of an event causing harm to something valued. Loss linked to hazards. (CJCSM 3105.01)

sourcing. Identification of actual forces or capabilities that are made available to fulfill valid Combatant Commander requirements. (GFMIG)

support planning. Planning activities used to determine the time-phased force and deployment data sequencing of personnel, logistics, and other support necessary to provide mission support, distribution, maintenance, civil engineering, medical support, personnel service support, and sustainment for the joint force in accordance with the concept of operations. (JP 5-0)

supporting plan. An operation plan prepared by a supporting commander, a subordinate commander, or an agency to satisfy the requests or requirements of the supported commander's plan. (JP 5-0)

time-phased force and deployment data. The time-phased force, non-unit cargo, and personnel data combined with movement data for the operation plan, operation order, or ongoing rotation of forces. Also called TPFDD. (JP 5-0)

unit readiness. The ability of a unit to provide capabilities required by the CCDRs to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (GFMIG)