

UNCLASSIFIED



CHAIRMAN OF THE JOINT CHIEFS OF STAFF GUIDE

J-3

DISTRIBUTION: A, B, C, and S

CJCS Guide 3130

5 March 2019

ADAPTIVE 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) Adaptive Planning and Execution (APEX) enterprise. This guide, and the associated Chairman of the Joint Chiefs of Staff (CJCS) APEX family of documents, provide policy and procedures for implementing Secretary of Defense (SecDef) guidance in the Adaptive Planning Roadmaps I and II.

(1) Enclosure A provides an executive overview of the APEX enterprise.

(2) Enclosure B summarizes the intent of each of the CJCS APEX family of documents that provide standard policies and procedures.

b. The APEX enterprise encompasses doctrine, organization, training, materiel, leadership and 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. APEX integrates strategic and operational planning and execution activities of the Joint Planning and Execution Community (JPEC) to seamlessly transition planning to execution. APEX 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 APEX necessary to achieve unified action. APEX informs the entire chain of command, including the President of the United States and SecDef, facilitating informed decisions on how, when, and where to employ the military. APEX is applicable across the range and spectrum of military operations to plan and execute military activities to achieve the policy objectives outlined in

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

the *National Security Strategy*, *National Defense Strategy*, and *National Military Strategy*.

3. Superseded/Cancellation. CJCSG 3130, "Adaptive Planning and Execution (APEX) Overview and Policy Framework," 29 May 2015, is hereby superseded.

4. Applicability

a. APEX 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 (JS), and the National Guard Bureau.

b. This guide and the associated CJCS APEX family of documents will 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.

5. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include 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>>. Activities may also obtain access via the SIPR Directives Electronic Library Web sites.

6. Summary of Changes. Changes to CJCSG 3130 include changing "Joint Strategic Capabilities Plan" to "Joint Strategic Campaign Plan" and incorporating the latest strategic guidance references.

7. Effective Date. This GUIDE is effective immediately.

For the Chairman of the Joint Chiefs of Staff:


M. M. GILDAY
VADM, U.S. Navy
Director, Joint Staff

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

Enclosures

- A — Adaptive Planning and Execution
- B — CJCS APEX Family of Documents
- C — References
- GL — Glossary

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

DISTRIBUTION

Distribution A, B, C plus the following:

	<u>Copies</u>
Secretary of Defense.....	2
Commandant, U.S. Coast Guard	2
Administrator, Federal Emergency Management Agency.....	2
Marine Corps Combat Development Command.....	2
President, National Defense University	2
Commandant, Joint Forces Staff College	2
Commandant, Eisenhower School for National Security and Resource Strategy	2
Commandant, National War College	2
Commandant, Army War College.....	2
President, Naval War College.....	2
Commander, Air University	2
Commandant, Air War College	2
Commandant, Air Command and Staff College	2
President, Marine Corps University	2
Director, Marine Corps War College.....	2
Director, Marine Command and Staff College	2
Chief, National Guard Bureau.....	2

NOTE: The Office of Primary Responsibility for the subject directive has chosen electronic distribution to the above organizations via e-mail. The Joint Staff Information Management Division has responsibility for publishing the subject directive to the SIPR and NIPR Joint Electronic Library Web sites.

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

TABLE OF CONTENTS

PART.....	Page
ENCLOSURE A ADAPTIVE PLANNING AND EXECUTION.....	A-1
Purpose.....	A-1
APEX Enterprise.....	A-1
Strategic Direction.....	A-1
Ends, Ways, and Means	A-2
Instruments of National Power.....	A-3
Military Planning and Execution.....	A-3
APEX Evolution	A-8
ENCLOSURE B CJCS APEX FAMILY OF DOCUMENTS	B-1
Purpose.....	B-1
APEX Documentation	B-1
ENCLOSURE C REFERENCES	C-1
GLOSSARY	GL-1
Part I - ABBREVIATIONS AND ACRONYMS.....	GL-1
Part II - TERMS AND DEFINITIONS	GL-3
FIGURES	
APEX Enterprise.....	A-2
Military Planning and Execution Process	A-4
TABLE	
CJCS APEX Family of Documents.....	B-4

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

ENCLOSURE A

ADAPTIVE PLANNING AND EXECUTION

1. Purpose. This enclosure provides an executive overview of the APEX enterprise.

a. The CJCS APEX family of documents provide the standard policies and procedures to plan for and execute military activities. APEX facilitates collaboration and unified action through the entire chain of command of supporting and supported commands, Services, and other organizations. This includes providing informed recommendations to the President and the SecDef to direct the military in pursuit of national and defense policy objectives.

b. APEX information technology (IT) capabilities enable planners access to shared data and information needed to collaboratively plan 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 APEX family of documents will be updated to provide common operating procedures.

2. APEX Enterprise. Figure 1 is a conceptual view of the APEX enterprise. This includes the civilian-military dialogue that shapes strategic guidance directing the development and execution of military plans. Concurrently, the military planning and execution process informs the civilian-military dialogue. As options are selected and plans are refined, the military planning and execution process provides detailed military 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. 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. The President, SecDef, and CJCS provide 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 Directives and Memorandums, the *National Security Strategy*, Contingency Planning Guidance (CPG), and Unified Command Plan (UCP).

b. Secretary of Defense. The *National Defense Strategy*, Defense Planning Guidance, and Global Force Management Implementation Guidance (GFMIG).

c. Chairman of the Joint Chiefs of Staff. The *National Military Strategy*, Capstone Concept for Joint Operations, and CJCSI 3110.01, “Joint Strategic Campaign Plan (JSCP),” and CJCSI 3100.01, “Joint Strategic Planning System (JSPS).”

d. Secretary of State. Quadrennial Diplomacy and Development Review and Joint Strategic Plan. Combatant Commanders (CCDRs) are also informed by Joint Regional (Bureau) Strategies and by the plans created by the corresponding functional bureaus with the Department of State

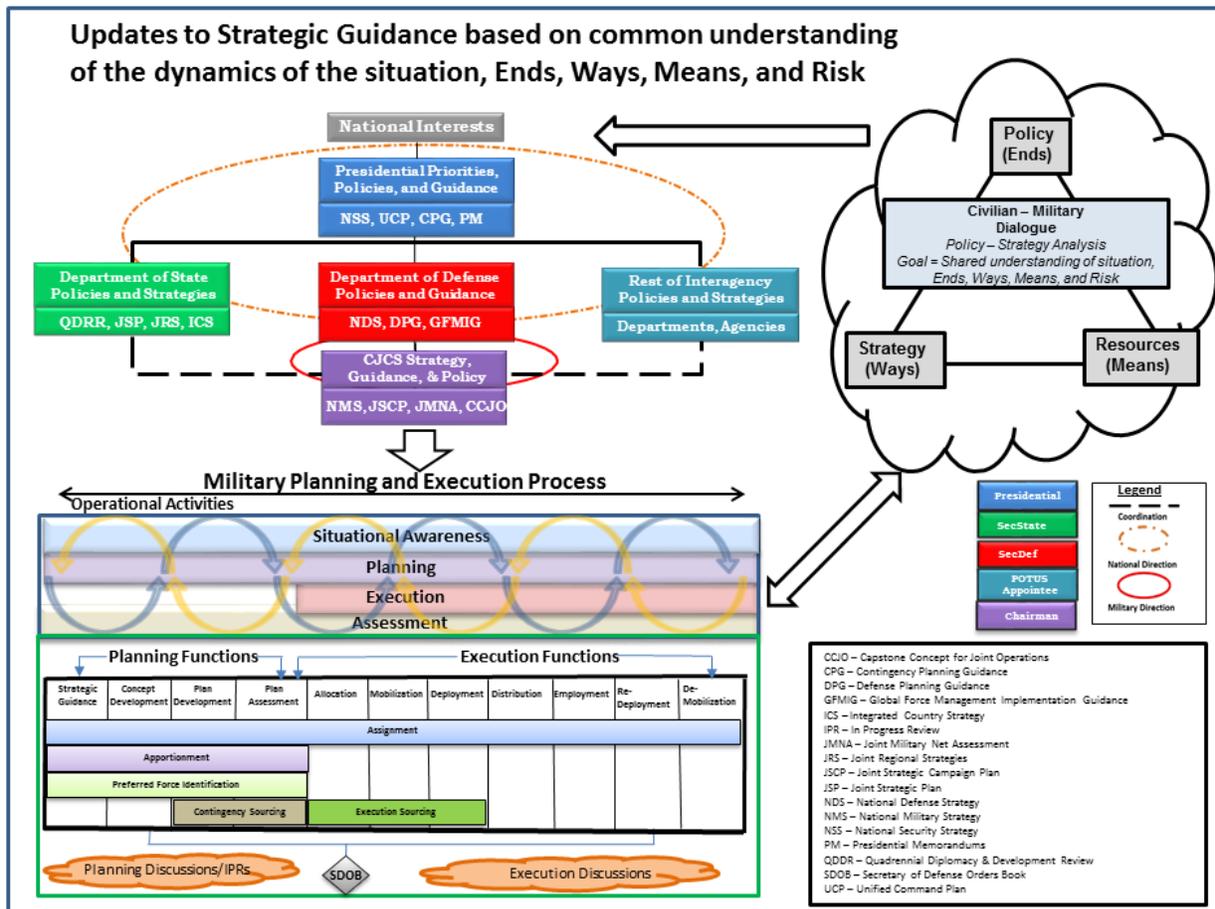


Figure 1. APEX Enterprise

4. Ends, Ways, and Means. The U.S. government achieves strategic objectives, at acceptable risk by maintaining the appropriate balance between ends, ways, and means. Policy and strategy analysis is conducted by reoccurring and

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

continuous civilian-military dialogue among the President, SecDef, CJCS, interagency and Service-level leadership, and CCDR's responsible for directed campaign and contingency plans, activities, and operations. The goal of this dialogue is to achieve and maintain a shared understanding of:

- a. Strategic, cultural, and operational context.
- b. Potential or emerging challenges to U.S. national interests.
- c. Political acceptability of operational approaches.
- d. Resources necessary and available to achieve strategic and operational objectives.
- e. Risk and mitigation options.
- f. Timing and content of required senior leader decisions.

5. Instruments of National Power. Consideration and proper application of all instruments of national power (diplomatic, information, military, and economic) throughout planning lead to an effective integration of whole-of-government actions during execution. CCMDs develop plans that outline their vision for integrating and synchronizing military activities and operations with other instruments of national power to attain national strategic ends. During execution, the supported command or organization is responsible for synchronizing the instruments of national power to achieve unified action. Depending on the situation the military may be in a supported or supporting role.

6. Military Planning and Execution. Figure 2 depicts the military planning and execution process, which consists of operational activities and planning and execution functions.

a. Operational Activities

(1) Situational Awareness. Situational awareness is achieved through the continuous monitoring of political and military situations. It is the foundation supporting the cycle of planning, execution, and assessment activities. Situational awareness informs leaders with a current, 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

UNCLASSIFIED

campaign and contingency plans that, in turn, help 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. APEX 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 or they can be compressed, performed in parallel, or eliminated as appropriate.

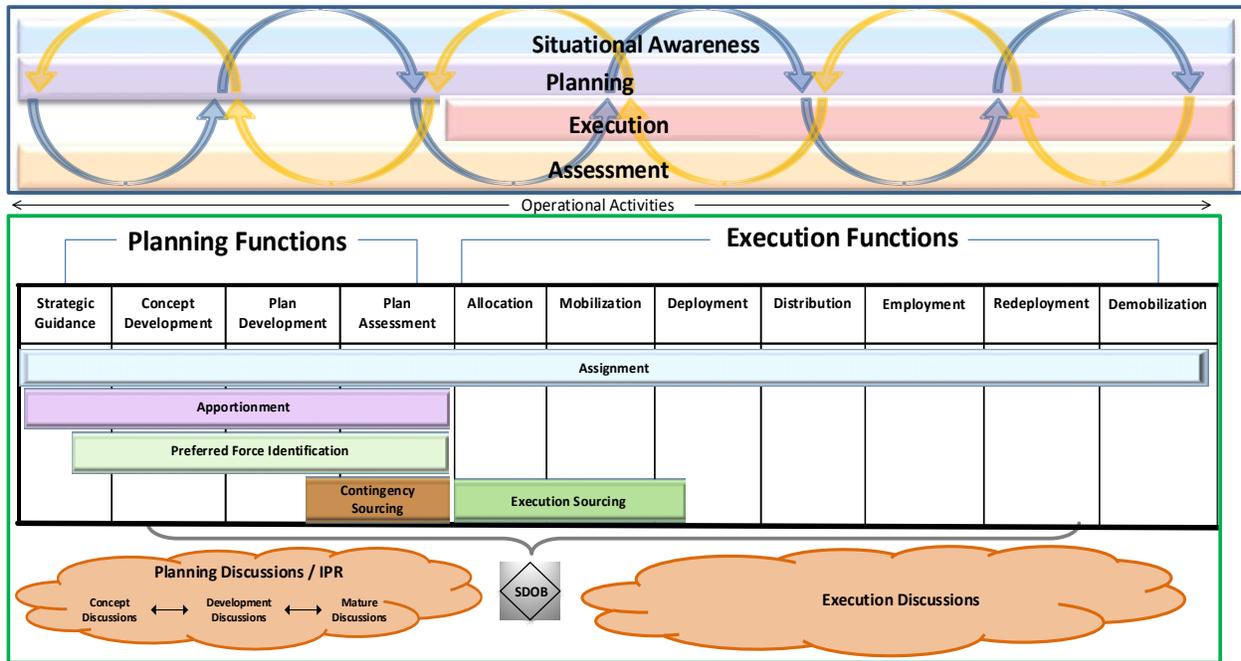


Figure 2. Military Planning and Execution Process

(3) Execution. During all functions of execution, 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 (i.e., operation, exercise, security cooperation). Execution continues until the mission is accomplished or revised.

(4) Assessment

(a) Assessment is the continuous monitoring and evaluation of the current situation and progress of a plan or operation toward mission

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

accomplishment. APEX requires assessments at all levels of the chain of command throughout the planning and execution processes. In general, assessments inform leaders at all levels within the chain of command in determining if the 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 deliberately 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.

(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 and timely 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. The intelligence planning process serves the evolving needs of the CCMDs adaptive planning activities. Through intelligence planning, APEX integrates DoD and intelligence community capabilities to satisfy CCDRs' intelligence requirements, assess the intelligence capabilities, and identify risk based on knowledge gaps, capability gaps and shortfalls. Reference k discusses intelligence planning in further detail.

2. Logistics and Combat Support. Joint logistics planning provides the process and the means to integrate, synchronize, and prioritize joint logistics capabilities to achieve the supported commander's operational objectives and desired outcome. References l and m address the support planning process in more detail.

b. Planning Functions

(1) APEX consists of four planning functions: strategic guidance, concept development, plan development, and plan assessment. During these functions, the goal is to produce plans that accomplish the assigned objectives, align with strategic guidance, reflect the current operating environment and resource constraints, and are developed in standardized products and in standardized formats that are ready for transition to execution. During

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

planning, 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 in order to adapt to changes in the strategic and operational environment. Planning addresses how the execution functions will be achieved.

(2) APEX planning leverages a number of tools and processes. IT tools enable planner collaboration and access to shared authoritative data. Processes (i.e., Operational art, operational design, and the Joint Planning Process) provide planners flexible analytical techniques for framing problems and logically developing plans and orders to accomplish missions or objectives. References i and j expand on the processes used during planning.

c. Execution Functions. APEX consists of 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 potentially dynamic national objectives and assumptions. References n, o, and p provide detailed discussion on the execution processes, roles and responsibilities.

d. APEX Sourcing. Strategy-driven and resource-informed planning requires 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. Global Force Management (GFM) procedures allow proactive, resource- 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 number 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 is able to make appropriate planning assumptions when identifying preferred forces improves the feasibility of a plan.

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

(2) Contingency Sourcing. Contingency sourcing is a part of the plan assessment process. 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 depiction of sourcing feasibility for senior leaders. Reference g contains 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 in order 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. The SecDef's decisions are ordered in the GFM Allocation Plan 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 e and q contain a more detailed discussion of directed readiness, assignment, allocation, apportionment, and assessment. References p and r detail the TPFDD development process.

e. In-Progress Reviews. In-progress reviews (IPRs) are an ongoing process to gain the SecDef's 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 s provides a detailed discussion of the IPR process for CCMD level plans. During execution, IPRs continue, as required, to determine if actions taken are achieving objectives toward the end state based on a dynamic environment.

f. Secretary of Defense Orders Book. The Secretary of Defense Orders Book (SDOB) is a briefing coupled with a process used to route draft orders through the JS Directors, Office of the Secretary of Defense, and CJCS to the SecDef for approval. Examples include, but are not limited to: the Global Force Management Allocation Plan and modifications, warning orders, execute orders, deployment orders, force preparation messages, and alert and

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

mobilization orders. References e and q discuss the SDOB process in greater detail.

g. Planning and Execution Products. Plans and orders are products produced during planning and execution. The format and content of these documents is dependent upon the scope of planning or execution and is prescribed in the APEX family of documents and references. Reference q provides examples of formats.

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

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

ENCLOSURE B

CJCS APEX FAMILY OF DOCUMENTS

1. Purpose. This enclosure provides a description and summary of the CJCS APEX family of documents. These documents provide the policies, processes, and procedures that govern planning and execution activities.

2. APEX Documentation. The CJCS APEX family of documents is a mix of policy and procedure documents and several new APEX documents under development. As APEX advances, those documents will be updated and revised as driven by operational necessity. Table 1 details the current family of documents and the transition plan to develop the CJCS APEX Family of Documents. Classified supplements will be published as required. A narrative summary of current and future documents follows:

a. CJCS Guide 3130. CJCSG 3130, “Adaptive Planning and Execution (APEX) Overview and Policy Framework,” provides an executive summary of the APEX enterprise and specifies where the detailed policies and procedures are found within the CJCS APEX family of documents.

b. CJCS Manual (CJCSM) 3130.01. CJCSM 3130.01, “Campaign Planning Procedures and Responsibilities,” provides policy, procedures, and responsibilities for the preparation of resource-informed strategies and campaign plans. It provides CCMDs, Military Departments, and combat support agency (CSA) planners with guidance and direction to accomplish campaign planning tasks.

c. CJCSM 3130.02

(1) CJCSM 3130.02, “Adaptive Planning and Execution (APEX) Policies and Procedures,” will detail and describe the integration of the various APEX 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.

(2) CJCSM 3122.01 Series, “Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures,” will be rescinded upon publication of CJCSM 3130.02.

d. CJCSM 3130.03. CJCSM 3130.03, “Planning and Execution Formats and Guidance,” sets forth administrative instructions for joint operation plan

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

formats submitted for review to the CJCS, as well as the orders generated to execute.

e. CJCSM 3130.04

(1) CJCSM 3130.04, “Deployment Policies and Procedures,” will establish policies and procedures to 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.

(2) CJCSM 3122.02 Series, “Joint Operation Planning and Execution System (JOPES) Volume III Time Phased Force and Deployment Data Development and Deployment Execution” and CJCSG 3122, “Time-Phased Force and Deployment Data (TPFDD) Primer,” will be rescinded upon publication of CJCSM 3130.04.

f. CJCSM 3130.05

(1) CJCSM 3130.05, “Joint Planning and Execution Services (JPES) - Information Systems Governance,” will provide policy and procedures to govern and manage the JPES IT system. JPES is scheduled to replace JOPES in 2019.

(2) CJCSM 3122.05 Series, “Operating Procedures for Joint Operation Planning and Execution System (JOPES) - Information Systems (IS) Governance,” will be rescinded upon publication of CJCSM 3130.05.

g. CJCSM 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 the SecDef’s guidance found in the GFMIG into policy.

h. CJCSM 3130.07

(1) CJCSM 3130.07, “Integrated Joint Special Technical Operations (IJSTO) Supplement to CJCSM 3130.02 Series, Adaptive Planning and Execution (APEX) Policies and Procedures,” will establish guidance for the integration of IJSTO into APEX.

(2) CJSCM 3122.07 Series, “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.

B-2

Enclosure B

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

i. CJCSM 3130.08

(1) CJCSM 3130.08, “Integrated Joint Special Technical Operations (IJSTO) Supplement to CJCSM 3130.03 Series, Adaptive Planning and Execution (APEX) Formats,” will provide planning formats and guidance for IJSTO enclosures to operation plans and concept plans.

(2) CJSCM 3122.08 Series, “IJSTO Supplement to Joint Operation Planning and Execution System (Volume II) Planning Formats and Guidance (U),” will be rescinded upon publication of CJCSM 3130.08.

j. CJCSM 3130.09. CJCSM 3130.09 Series, “Interagency Coordination Processes,” will identify processes military planners will use to apply APEX principles toward interagency coordination.

k. CJCS Instruction (CJCSI) 3141.01. CJCSI 3141.01, “Management and Review of Campaign and Contingency Plans,” is a supplement to the CJCSI 3110.01 Series, “Joint Strategic Campaign Plan (JSCP)” and establishes policies, processes, and responsibilities for management and review of Global Campaign Plans, CCMD campaign plans, integrated contingency plans, and other plans tasked by the CPG or the JSCP.

l. CJCSM 3314.01. CJCSM 3314.01, “Intelligence Planning,” provides guidance to JS, Services (including Service intelligence centers and reserve components), CCMD, and CSA personnel for conducting collaborative intelligence planning primarily in support of CCDR campaign plans, contingency plans, and orders.

m. Emergency Action Procedures of the CJCS Volume VIII, Adaptive Nuclear Planning Procedures. This manual prescribes procedures and processes that Nuclear Operation Command Centers and designated Commands/CCDRs will use to conduct adaptive planning of nuclear weapons.

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

CJCS APEX Family of Documents			
<i>Title</i>	<i>OPR</i>	<i>Current Doc #s</i>	<i>Post Transition APEX Doc #s Title</i>
APEX Overview and Policy Framework	Joint Staff J35	CJCSG 3130	CJCSG 3130 APEX Overview and Policy Framework
Campaign Planning Procedures and Responsibilities	Joint Staff J5/JOWPD	CJCSM 3130.01	CJCSM 3130.01 Campaign Planning Procedures and Responsibilities
JOPEX Volume I, Planning Policies and Procedures	Joint Staff J35	CJCSM 3122.01 (JOPEX Vol I)	CJCSM 3130.02 APEX Policies and Procedures
APEX Planning Formats and Guidance	Joint Staff J5/JOWPD	CJCSM 3130.03	CJCSM 3130.03 Planning and Execution Formats
JOPEX Volume III, TPFDD Development and Deployment Execution	Joint Staff J35	CJCSM 3122.02 (JOPEX Vol III)	CJCSM 3130.04 Deployment Policies and Procedures
Operating Procedures for JOPEX Information Systems Governance	Joint Staff J35	CJCSM 3122.05 (JOPEX Vol V)	CJCSM 3130.05 JPES Information Systems Governance
Global Force Management Allocation Policies and Procedures	Joint Staff J35	CJCSM 3130.06	CJCSM 3130.06 Global Force Management Allocation Policies and Procedures
IJSTO Supplement to JOPEX Volume I (Planning Policy and Procedures)	Joint Staff J39	CJCSM 3122.07	CJCSM 3130.07 IJSTO Supplement to CJCSM 3130.02
IJSTO Supplement to JOPEX (Volume II) Planning Formats and Guidance	Joint Staff J39	CJCSM 3122.08	CJCSM 3130.08 IJSTO Supplement to CJCSM 3130.03
Interagency Coordination Processes	Joint Staff J5/JOWPD	None	CJCSM 3130.09 Interagency Coordination Processes
Management and Review of JSCP-Tasked Plans	Joint Staff J5/JOWPD	CJCSI 3141.01	CJCSI 3141.01 Management and Review of Campaign and Contingency Plans
Intelligence Planning	Joint Staff J25	CJCSM 3314.01	CJCSM 3314.01 Intelligence Planning
CJCS EAP Volume VIII Adaptive Nuclear Planning Procedures	Joint Staff J33	CJCS EAP VIII	CJCS EAP Volume VIII, Adaptive Nuclear Planning Procedures

Table 1. CJCS APEX Family of Documents

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

ENCLOSURE C

REFERENCES

- a. National Security Strategy
- b. Contingency Planning Guidance
- c. Unified Command Plan
- d. Defense Planning Guidance
- e. Global Force Management Implementation Guidance”
- f. National Military Strategy
- g. National Defense Strategy
- h. National Military Strategy
- i. Capstone Concept for Joint Operations
- j. CJCSI 3110.01 Series, “Joint Strategic Campaign Plan (JSCP)
- k. CJCSM 3314.01 Series, “Intelligence Planning”
- l. Joint Publication 4-0, 02 August 2016, “Joint Logistics”
- m. CJCSI 3110.03 Series, “Logistics Supplement for the 2015 Joint Strategic Campaign Plan (JSCP) FY 2017”
- n. CJCSM 3122.01 Series, “Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures”
- o. Joint Publication 5-0, 16 June 2017, “Joint Planning”
- p. CJCSM 3122.02 Series, “Joint Operation Planning and Execution System (JOPES) Volume III Time Phased Force and Deployment Data Development and Deployment Execution”
- q. CJCSM 3130.06 Series, “Global Force Management Allocation Policies and Procedures”
- r. CJCSG 3122, “Time-Phased Force and Deployment Data (TPFDD) Primer”

UNCLASSIFIED

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

- s. CJCSI 3141.01 Series, “Management and Review of Campaign and Contingency Plan s”.
- t. CJCSM 3130.01 Series, “Campaign Planning Procedures and Responsibilities”
- u. CJCSM 3130.03 Series, Planning and Execution Formats and Guidance”
- v. CJCS EAP Volume VIII, Adaptive Nuclear Planning

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

GLOSSARY

PART I - ABBREVIATIONS AND ACRONYMS

APEX	Adaptive Planning and Execution
CCMD	Combatant Command
CCDR	Combatant Commander
CJCS	Chairman of the Joint Chiefs of Staff (adjective); also called
CJCSG	Chairman of the Joint Chiefs of Staff Guide
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
GFMIG	Global Force Management Implementation Guidance
IJSTO	Integrated Joint Special Technical Operations
IPR	In-progress review
IT	Information technology
JFC	Joint Force Commander
JOPEX	Joint Operation Planning and Execution System
JPEC	Joint planning and execution community
JPES	Joint planning and execution services
JS	Joint Staff
JSCP	Joint Strategic Campaign Plan
OSD	Office of the Secretary of Defense
SDOB	Secretary of Defense Orders Book
Secretary	Secretary of Defense
TPFDD	Time-phased force and deployment data
TPFDL	Time-phased force and deployment list
UCP	Unified Command Plan
U.S.	United States
U.S.C.	United States Code

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

(INTENTIONALLY BLANK)

GL-2

UNCLASSIFIED

Glossary

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

PART II - TERMS AND DEFINITIONS

Adaptive Planning and Execution – A DoD 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. (Source JP 5-0)

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/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.. (Source JP 5-0)

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

allocation – (1) Distribution of limited forces and resources for employment among competing requirements. (2) The temporary transfer of forces to meet the operational demand of combatant commanders, including rotational requirements and requests for capabilities or forces (unit or individual) in response to crisis or emergent contingencies (Source JP 5-0)

apportioned forces – Those forces and resources assumed to be available for planning as averaged over the fiscal year. Apportioned forces are what a CCDR 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 (Source JP 5-0)

assessment – (1) A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations.

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

(2) Determination of the progress toward accomplishing a task, creating a 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. (Source JP 3-0)

assigned force demand – Tracking of the demand signal for CCDR use of forces assigned by the “Forces For” memorandum to conduct operational missions within the CCDR AOR within the GFM/GFMAP 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 in the “Forces for Unified Commands” Memorandum IAW 10 U.S.C., section 162, or per section II of the GFMIG. (GFMIG)

assignment – Fulfills the Military Department 10 U.S.C., section 162 responsibility to assign forces to CCMDs in support of the strategic UCP assigned missions given to those commands. Assignment establishes Combatant Command authority for accomplishment of missions assigned to the command. (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. (Source 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 and with the advice and assistance of the CJCS. CCMDs typically have geographic or functional responsibilities. (Source JP 1)

Combatant Commander – A commander of one of the unified or specified CCMDs established by the President. (Source 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. (Source 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 CCDR’s planning requirement at a specified point in time. (JSCP)

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

contingency sourcing – The process of the Joint Force Providers, assisted by their Service components and the parent Services, identifying forces which meet the CCDR'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. (Source JP 5-0)

deployment – The rotation of forces into and out of an operational area. (Source 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. (Source JP 5-0)

DoD Agencies – Organizational entities of DoD established by the SecDef under Title 10, USC, to perform a supply or service activity common to more than one military activity. (Source JP 1)

execute order – (1) An order issued by the CJCS, at the direction of the SecDef, 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 GFM allocation process and becomes sourced when approved by the SecDef for the execution of an approved operation or potential/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 IAW current APEX procedures. Execution sourcing of forces may result in a Prepare to Deploy Order, Deployment Order, or 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/operations unless reallocated by the SecDef. (GFMIG)

execution sourcing – The process of identifying forces recommended and identified by Joint Force Providers, assisted by their Service components

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

(which are responsible to coordinate with their Services), and allocated by the SecDef to meet CCDR force requirements.

force planning – (1) Planning associated with the creation and maintenance of military capabilities by the Military Departments, Services, and United States 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. (Source 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. (Source JP 5-0)

Functional Combatant Commander – A CCDR with global responsibilities. (UCP)

Geographic Combatant Commander – A CCDR of a CCMD that includes a general geographic area of responsibility. (GFMIG)

global force management – A process that aligns force apportionment, assignment, and allocation 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 Commander – A general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. (DOD Dictionary of Military and Associated Terms, Source: JP 1)

joint planning – Planning activities associated with military operations by CCDRs and their subordinate commanders. . (Source: JP 5-0)

joint operation 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. (Source: JP 5-0)

UNCLASSIFIED

CJCS Guide 3130

5 March 2019

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. . (Source: JP 5-0)

Joint Strategic Planning System –One of the primary means by which the CJCS, in consultation with the other members of the JCS and the CCDRs carries out the statutory responsibilities to assist the President and SecDef in providing strategic direction to the Armed Forces. (Source: JP 5-0)

Levels of Planning – (1) Level 1 Planning Detail - Commander’s Estimate; (2) Level 2 Planning Detail - Base Plan; (3) Level 3 Planning Detail - Concept Plan; (4) Level 4 Planning Detail - Operation Plan. (Source: JP 5-0)

operation order – 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. (Source: JP 5-0)

operation plan – (1) Any plan for the conduct of military operations prepared in response to actual and potential contingencies. (2) A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a TPFDL.

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/order. Also called PLANORD. (Source: JP 5-0)

preferred forces – Forces that are identified by the supported CCDR 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 that these forces will be contingency or execution sourced. (Source: GFMIG)

resources – The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command. (DOD Dictionary of Military and Associated Terms, Source: JP 1)

UNCLASSIFIED

CJCS Guide 3130
5 March 2019

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

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

support planning – Planning activities used to determine the TPFDD 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. (Source 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. (Source JP 5-0))

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