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12 May 2026**

**GLOBAL FORCE
MANAGEMENT ALLOCATION
POLICIES AND PROCEDURES**



**JOINT STAFF
WASHINGTON, D.C. 20318**

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UNCLASSIFIED CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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GLOBAL FORCE MANAGEMENT ALLOCATION POLICIES AND PROCEDURES

References:

See Enclosure K

1. Purpose. This manual establishes policies and procedures to plan and execute the Global Force Management (GFM) allocation activities of the Armed Forces of the United States.

a. In accordance with (IAW) section 162 of reference (w), the Secretary of Defense¹ prescribes procedures for the GFM processes in reference (a). The Secretary of War (SecWar) also directs the Chairman of the Joint Chiefs of Staff (CJCS) to implement the procedures in reference (a) in appropriate policy. This manual implements the SecWar's guidance for the GFM allocation process.

b. This manual is directed by reference (b).

c. This manual specifies the GFM allocation staffing procedures to ensure the CJCS's sourcing recommendations are timely and informed by the Combatant Commanders (CCDRs) and other members of the Joint Chiefs of Staff (JCS) as required by section 151 of reference (w). It provides policies and procedures to allocate forces and individuals to the Combatant Commands (CCMDs), U.S. Element, North American Aerospace Defense Command (USELEMNORAD), and North Atlantic Treaty Organization (NATO) via the U.S. National Military Representative (USNMR)–Supreme Headquarters Allied Powers Europe (SHAPE).

d. Assignment Process. Assignment is the command and control (C2) mechanism specified in section 162(a) of reference (w) for the SecWar to direct

¹ Consistent with Executive Order 14347, 5 September 2025 that renamed the Department of Defense to the Department of War and renamed the Secretary of Defense (SecDef) the Secretary of War (SecWar). Statutory references to the Secretary of Defense and the Executive Department's references to the Secretary of War are synonymous.

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the Secretaries of the Military Departments to distribute forces to the CCMDs and USELEMNORAD to accomplish directed missions. Reference (a) details the assignment process.

e. Allocation Process. Allocation is the C2 mechanism used by the SecWar to transfer forces to temporarily adjust the distribution of forces among CCMDs and USELEMNORAD to accomplish directed missions consistent with section 162(a)(3) of reference (w). Those forces, individuals, and resources provided by the President or SecWar to a CCMD—and not already assigned to that CCMD—are allocated for execution of CCMD objectives. This supports mission accomplishment in a globally integrated, prioritized, and risk-informed manner. Allocation includes forces and joint individual augmentation/augmentees (JIAs).

2. Superseded. CJCS Manual (CJCSM) 3130.06D, 20 June 2024, “Global Force Management Allocation Policies and Procedures” is hereby superseded.

3. Applicability. GFM allocation policy and procedures apply to CCMDs, sub-unified commands, joint task forces, subordinate components of these joint commands, Military Services, Service force providers (SFPs), Department of War (DoW) agencies, the Joint Staff, and the National Guard Bureau (NGB). GFM allocation is applicable across the competition continuum of cooperation, competition below armed conflict, and armed conflict.

4. Policy

a. Content Conflict. If a conflict arises between the contents of this manual and other joint or Service publications, this manual takes precedence. The SecWar or CJCS may provide guidance that is more current. The preferred method to communicate new guidance and policy on the GFM allocation process is in the annual GFM planning order (PLANORD) (reference (c)).

b. Non-restriction. This manual does not restrict the authority of joint force commanders to organize assigned, allocated, or attached forces to execute their mission to ensure unity of effort in accomplishing assigned missions. This manual does not contain guidance pertaining to the employment of forces.

5. Summary of Changes. To improve access to these procedures and enable the CJCS’s implementation of GFM as a Special Area of Emphasis in Joint Professional Military Education, this manual is unclassified. Classified information is contained in the classified supplement (reference (d)). In addition, this manual incorporates the following changes:

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a. Joint Force Coordinators. Incorporates the name change for the Unified Command Plan (reference (e)) responsibility for U.S. Special Operations Command (USSOCOM), U.S. Transportation Command (USTRANSCOM), and U.S. Cyber Command (USCYBERCOM) to identify and recommend global joint sourcing solutions to the CJCS from joint force provider (JFP) to joint force coordinator (JFC).

b. Consistent with reference (a), removes U.S. Space Command's (USSPACECOM's) JFP responsibility and incorporates the pending change in reference (e).

c. Definitions. Introduces the revised definitions of GFM and allocation from reference (a).

d. Combatant Commander and Military Department Secretary Force Transfer Authority. Incorporates the additional authority in reference (a) for CCDRs and Military Department Secretaries to transfer forces from 45 to 60 days.

e. Air Mobility Forces Transfer Authority. Incorporates the additional authority in reference (a) for CCDRs to transfer certain air mobility forces for a maximum of 60 days.

f. Removed the exercise force requirements and sourcing procedures. These procedures transitioned to reference (ff).

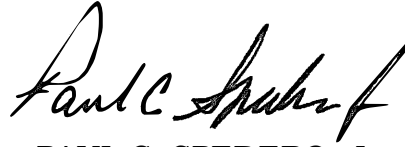
g. Administrative Corrections. Incorporates various administrative corrections.

6. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). DoW components (to include the CCMDs) and other Federal agencies may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <<https://dod365.sharepoint-mil.us/sites/JS-Matrix-DEL/SitePages/Home.aspx>>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network (SIPRNET) Electronic Library web sites.

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7. Effective Date. This MANUAL is effective upon signature.



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Enclosures

- A – Global Force Management Allocation Roles and Responsibilities
- B – Global Force Management
- C – Combatant Commander Requirements
- D – Joint Staff Requirements Validation
- E – Generating Joint Recommended Sourcing Solutions
- F – Secretary’s Orders Book and Secretary’s Decisions
- G – Publish Order: Global Force Management Allocation Plan
- H – Deployment Execution
- I – Joint Capabilities Requirements Manager Data Fields
- J – Preferred Forces and Contingency Sourcing
- K – References

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ENCLOSURE A

GLOBAL FORCE MANAGEMENT ALLOCATION ROLES AND RESPONSIBILITIES

1. Office of the Secretary of War. IAW reference (a), the Office of the Under Secretary of War for Policy (OUSW(P)) and the Office of the Under Secretary of War for Personnel and Readiness (OUSW(P&R)) participate in the Global Force Management Boards (GFMBs). Other Office of the Secretary of War (OSW) components may attend as required. OSW roles and responsibilities are specified in reference (a) and included in this manual for context.

a. Office of the Under Secretary of War for Policy

(1) Reviews orders in the Secretary's Orders Book.

(2) Reviews CCMD force requirements for policy compliance during validation.

(3) Issues strategic guidance (e.g., references (f) and (g)) to inform allocation priorities.

(4) Advises SecWar on how to apply limited resources to balance risk globally.

(5) Coordinates and staffs actions in the Secretary's Orders Book throughout OUSW(P) to ensure they are consistent with the President's and SecWar's guidance, policy, and priorities.

(6) IAW reference (h), the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASW(SO/LIC)):

(a) Supports OUSW(P) in GFM-related policy matters as they pertain to special operations forces (SOF) operations, activities, and investments.

(b) Approves joint combined exercise training events.

b. Office of the Under Secretary of War for Personnel and Readiness

(1) IAW reference (ddd), oversees GFM to recover and sustain the readiness of the Total Force through the Assistant Secretary of War for Readiness (ASW(R)).

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- (2) Reviews orders in the Secretary's Orders Book.
- (3) Provides SecWar decision support on GFM actions.
- (4) Advises SecWar of risks to strategic readiness of recommended GFM actions.
- (5) Provides periodic assessment of cumulative impacts to strategic readiness.
- (6) Provides deployment and mobilization guidance for the force (Active Component (AC), Reserve Component (RC), and Department of War Expeditionary Civilians (DoW-EC)). This includes deployment-to-dwell (D2D) and mobilization-to-dwell (M2D) policy.
- (7) Coordinates requests for assistance (RFA) for DoW capabilities with the Joint Staff, JFCs, and affected CCMDs.
- (8) Serves as the proponent for policy governing the deployment of DoW-EC.
- (9) Provides the DoW-EC Force Pool tasking force providers (FPs) to be prepared to provide a quantity of civilians by series and grade. The specific tasking for the directed quantity is determined during the allocation sourcing process following Joint Staff validation.
- (10) Provides the Joint Staff Directorate for Manpower and Personnel, J-1 and the Joint Staff JFC with data tables showing the civilian work force capacity and demographics across the DoW, by FP.

c. Office of the Under Secretary of War for Intelligence and Security

- (1) Reviews orders in the Secretary's Orders Book.
- (2) Provides GFM advice for intelligence, surveillance, and reconnaissance (ISR)-related equities to the Under Secretary of War for Intelligence and Security (USW(I&S)).
- (3) Provides oversight of GFM actions specific to ISR.

d. Department of War Office of General Counsel. The DoW Office of General Counsel (OGC) conducts a legal sufficiency review of the orders in the Secretary's Orders Book.

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2. Joint Staff

a. Joint Staff Directorate for Manpower and Personnel, J-1

(1) Supports the Joint Staff Directorate for Operations, J-3 as lead in GFM allocation, in all aspects relating to joint task force (JTF) headquarters (HQ), joint manning documents (JMDs), and JIA.

(2) Establishes JIA policy and procedures that ensures JIA management conforms to guidance in this manual and references (a) and (i).

(3) Obtains Operations Deputies (OpsDepts) or GFMB approval for changes to the global JMD prioritization list and associated minimum sourcing levels.

(4) Recommends JMD prioritization and minimum sourcing levels according to the latest GFMB-approved prioritization guidance.

(5) Reviews all JIA requirements, including DoW-EC, in JMDs and serves as the validation authority for JIA requirements according to current validation criteria, guidance, policy, and regulations.

(6) Serves as the Joint Staff lead for validating new JMDs.

(7) Supports Joint Staff J-3 validation of force requirements that contain embedded DoW-EC requirements; advises whether the requested DoW-EC grades and skills are consistent with current guidance, policy, and regulations.

(8) Participates in the GFMBs.

b. Joint Staff Directorate for Intelligence, J-2 and Director, Defense Intelligence Agency

(1) Serves as the Defense Intelligence Enterprise Global Force Manager for military intelligence (MI) personnel and senior DoW intelligence representative to the GFMB.

(2) Director, Defense Intelligence Agency (through Joint Staff J-2)

(a) Coordinates intelligence requests for forces (RFFs) with the Joint Staff Deputy Directorate for Regional Operations and Force Management, J-35.

(b) Assists the JFCs with developing and recommending globally optimized sourcing solutions for intelligence units and personnel capabilities. This does not include platform or sensor-based ISR and associated processing, exploitation, and dissemination (PED) capabilities.

(c) Provides analysis of the intelligence gains and losses of Joint Staff Deputy Directorate for Intelligence Surveillance Reconnaissance Operations, J-32-generated sourcing recommendations for platform or sensor-based ISR and its associated PED.

(d) In coordination with the Joint Staff J-32, evaluates CCMD concepts of collection operations and capability requirements for airborne ISR and MI personnel.

(3) Participates in the GFMBs.

(4) Joint Staff Deputy Directorate for Crisis and Current Operations, J-23

(a) Assists the JFCs with developing and recommending globally optimized sourcing recommendations for validated requirements for intelligence units and personnel.

(b) Coordinates with DoW agencies when developing intelligence unit and personnel sourcing recommendations.

(c) Coordinates with Joint Staff J-32 when intelligence unit and personnel sourcing recommendations involve positions on ISR platforms or provide reachback PED for ISR platforms.

c. Joint Staff Directorate for Operations, J-3

(1) Deputy Directorate for ISR Operations, J-32

(a) Provides subject matter expertise on ISR, associated PED requirements, and sourcing.

(b) Coordinates with CCMDs IAW reference (j).

(c) Coordinates with CCMDs, FPs, Joint Staff J-2, and combat support agencies (CSAs) to identify and recommend, via a JFC, integrated global sourcing solutions for ISR and associated PED requirements.

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(d) Assists Joint Staff J-35 with subject matter expertise to support validation of ISR force requirements.

(e) Participates in the GFMBs.

(f) The Deputy Director, J-32 is also dual-hatted as the Director of the Joint ISR Operations Center, which is a Chairman's Controlled Activity.

(2) Deputy Directorate for Regional Operations and Force Management, J-35

(a) Facilitates communication among the SecWar, CJCS, Military Department Secretaries, Service Chiefs, and CCDRs by gathering and reporting required information.

(b) Provides recommendations to enable senior DoW leadership to make informed recommendations and decisions.

(c) Leads development of GFM allocation guidance, policy, doctrine, and enabling technologies.

(d) Develops, recommends, and disseminates Top-Down Allocation Guidance.

(e) Coordinates review of forces anticipated to be ready and available for employment (Service capacity) while still maintaining the Services' and CCMD JFCs' established readiness recovery plans.

(f) In coordination with other Joint Staff Directorates (J-Dirs), solicits CCDRs' annual requirements.

(g) Submits immediate response force (IRF) and IRF-enabling forces prepare to deploy order (PTDO) requirements in the Joint Capabilities Requirements Manager (JCRM) IAW the directed readiness tables (DRT) and reference (k).

(h) Submits contingency response force (CRF) PTDO requirements from the DRT in JCRM.

(i) Validates and prioritizes CCDR force requirements according to references (a), (f), and (g).

(j) Assigns validated CCDR force requirements to the appropriate JFC to identify recommended sourcing solutions.

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(k) Responsible to the CJCS for providing recommended sourcing solutions for all validated force, JIA, and DoW-EC allocation requirements in coordination with the Military Departments, CCMDs, DoW agencies, and CCMD JFCs.

(l) Consolidates allocation sourcing recommendations from the CCMD JFCs.

(m) Staffs Global Force Management Allocation Plan (GFMAP) annexes and modifications with all CCMDs, Services, and the affected DoW agencies.

(n) Coordinates the GFMAP and annexes with OSW and appropriate U.S. Government (USG) departments and agencies.

(o) Coordinates the briefing of all orders to SecWar for approval via the Secretary's Orders Book process.

(p) Briefs GFM allocation sourcing recommendations to SecWar for approval via the Secretary's Orders Book.

(q) Staffs the GFMAP annexes with the Joint Staff, OSW, Military Departments, and National Security Staff, as necessary.

(r) Translates SecWar allocation directives and decisions into orders.

(s) Publishes the SecWar-approved sourcing solutions in the GFMAP, GFMAP annexes, and subsequent MODs. This is done on the Joint Staff J-35 Joint Operations Division–Global Force Management (JOD-GFM) SIPRNET page (reference (l)).

(t) Consolidates all contingency sourcing recommendations from CCMD JFCs and assesses sourcing feasibility for directed plans.

(u) Coordinates contingency sourcing of plans with the CCMD JFCs, CCMDs, and FPs, as directed by the CJCS.

(v) Leads the preparation and execution of GFMBs.

(w) Tracks and reports cumulative changes to the allocation of forces and changes by CCMD or Service, for each modification to the GFMAP and associated annexes.

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(x) Prepares the annual and quarterly congressional GFMAP reports.

(y) Serves as the conventional forces JFC responsible to the CJCS for providing recommended sourcing solutions for all validated conventional force, JIA, and DoW-EC allocation requirements, including NATO crisis establishments and SecWar-directed missions. This is done in coordination with the Military Departments, Services, CCMDs, and DoW agencies. It then supervises the implementation of sourcing decisions. The Joint Staff JFC has the following duties:

1. Performs tasks common to all JFCs as listed under paragraph 3 for all validated conventional force requirements. This includes conventional civil affairs (CA) and psychological operations (PSYOP) forces as well as JIA requirements.

2. Provides sourcing shortfalls to CCDR force requirements to inform the Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8-led GFM assessments.

3. Recommends changes to DoW or Service policies to more effectively and efficiently employ the force.

4. Compiles the DoW-EC demand signal and provides to the Deputy Assistant Secretary of War for Civilian Personnel Policy. This is the number of ordered requirements regarding DoW-EC force pool developments and revisions annually.

5. Assigns a Joint Priority Code to each validated force requirement. The Joint Staff JFC maintains the spreadsheet of Joint Priority Codes that correspond to the prioritized Intermediate Military Objectives (IMOs) in the Global Competition Framework (GCF).

6. Drafts the GFMAP message and GFMAP Annexes A (conventional forces), D (joint individual augmentee), and E (CCMD supplemental instructions).

(3) Deputy Directorate for Nuclear and Homeland Defense Operations, J-36. Provides subject matter expertise on missile defense (MD) and space to support Joint Staff J-35 with validation and allocation sourcing recommendations. The MD management process is outlined in reference (m).

(4) Deputy Directorate for Special Operations and Counter Terrorism, J-37. Provides subject matter expertise on special operations and

counterterrorism to support Joint Staff J-35 with validation and allocation sourcing recommendations.

(5) Deputy Directorate for Global Operations, J-39. Provides subject matter expertise on operations in the information environment, electromagnetic spectrum operations, PSYOP, and cyberspace to support Joint Staff J-35 with validation and allocation sourcing recommendations.

d. Joint Staff Directorate for Logistics, J-4

(1) Assists the JFCs by providing subject matter expertise on logistics and engineer requirements with validation and allocation sourcing recommendations.

(2) Recommends specific, high-demand preferred munitions to be added or removed from the allocation process.

(3) Participates in the GFMBs.

e. Joint Staff Directorate for Strategy, Plans, and Policy, J-5

(1) Assists the CJCS and OUSW(P) with developing and applying force allocation prioritization planning guidance.

(2) Maintains the GCF IAW references (a), (n), and (o).

(3) Coordinates with OUSW(P), Military Departments, Services, and CCMDs to assess CCMD force requirements, and ensures requirements are consistent with references (f), (p), (q), and (r), as well as other current strategic guidance, bilateral agreements, and host-nation sensitivities.

(4) Provides inputs to the Secretary's Orders Book that identify calibration between *National Military Strategy* ways (campaigning and building warfighting advantage) and highlight deviations from a persistent focus on enduring strategic priorities.

(5) Determines, evaluates, and presents risks to the GFMB from the CJCS's Risk Assessment, including areas not previously identified in the campaign and contingency plan assessments.

(6) Presents CJCS-approved execution fiscal year plus three (FY E3) (see Table 1) consolidated strategic opportunities (CSOs) to the GFMB 3. The force requirements for approved CSOs are one of the inputs to the FY E2 Top-Down Allocation Guidance and included in the CCDRs' annual submissions.

(7) Provides strategic context for GFMBs focused on the annual campaign and contingency plan assessments and approved priorities.

(8) Provides plan assessment scheduling and guidance to support contingency sourcing.

(9) Provides sourcing assumptions and guidance to support contingency sourcing.

(10) Participates in the GFMBs.

(11) Assists Joint Staff J-3 with GFMB planning and execution.

f. Joint Staff Directorate for Command, Control, Communications, and Computers/Cyber, J-6

(1) Provides subject matter expertise on command, control, communications, and computer or cyberspace requirements to support JFCs in developing allocation sourcing recommendations.

(2) Participates in the GFMBs.

g. Joint Staff Directorate for Joint Force Development, J-7. The Joint Personnel Recovery Agency (JPRA) provides subject matter expertise in personnel recovery (PR) requirements and sourcing. JPRA coordinates with CCMDs and FPs to assist the JFCs in identifying sourcing recommendations for PR requirements.

h. Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8

(1) Serves as the office of primary responsibility for the Forces For Unified Commands (“Forces For”) Assignment Tables, DRT, and the availability (for planning) tables.

(2) Annually, or as directed, informs the DoW assessment, Joint Capabilities Integration and Development System, and Planning, Programming, Budget, and Execution System processes with annual DRT assessment to identify long-term CCMD capability shortfalls to support reference (f).

(3) In concert with the Joint Staff J-3, provides guidance, as necessary, to the JFCs on data required for GFM assessments.

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(4) Coordinates with the Joint Staff J-3 and Services regarding changes to force elements (FEs) for directed readiness, assignment, allocation, availability (for planning), and readiness recovery frameworks.

(5) Coordinates threshold forces (THF), IRF, and CRF force requirements with the Joint Staff J-35.

(6) Assesses impact of allocation recommendations on directed readiness. Also, provides cost estimates for each GFMAP modification by CCMD, Service, and cumulative costs of all MODs to each FY GFMAP.

(7) Assists the Joint Staff J-3 with GFMB planning, preparation, and execution.

(8) Participates in the GFMBs.

i. Office of the Chairman of the Joint Chiefs of Staff Legal Counsel.

Conducts legal sufficiency reviews of GFM policies, processes, and products, including CJCS recommendations in the Secretary's Orders Books, all RFFs, and requests for reconsideration prior to validation.

3. Joint Force Coordinators. As specified in reference (e), JFCs identify and recommend global joint sourcing solutions to the CJCS in coordination with the Services and other CCMDs. They also supervise the implementation of sourcing decisions.

a. Combatant Command Joint Force Coordinators. USSOCOM, USTRANSCOM, and USCYBERCOM are the JFCs for SOF, mobility, and cyberspace operations, respectively.

b. Joint Staff Joint Force Coordinator. The SecWar assigns the Joint Staff J-3 as the conventional force JFC in reference (a). This directive delegates the function to the Joint Staff J-35.

c. Provide Contingency Sourcing Solutions. USSOCOM, USTRANSCOM, and USCYBERCOM identify and provide contingency sourcing solutions to the Joint Staff JFC for special operations, mobility, and cyberspace forces, respectively. The Joint Staff JFC identifies conventional contingency sourcing solutions.

d. Responsibilities Common to all Joint Force Coordinators

(1) Drafts the prescribed GFMAP annex and publishes the corresponding GFMAP Annex Schedule.

(2) Identifies contentious issues. Contentious issues are those that would result in nonconcurrency from a JCS member, CCDR, OSW Principal, or Agency Director.

(3) At the direction of the CJCS, frames and provides options and recommendations to resolve contentious issues.

(4) Presents contentious issues at the appropriate level (e.g., action officer (AO) secure video teleconference (SVTC), general officer/flag officer (GO/FO) SVTC, GFMB, OpsDeps, or JCS Tank), as required, to attempt resolution and properly frame issues for SecWar decision.

(5) Oversees the preparation, deployment, and redeployment of forces ordered in the GFMAP. Also, attempts to resolve issues with ordered FPs and CCMDs.

(6) Assists CCMDs with identifying preferred forces.

e. Commander, U.S. Special Operations Command

(1) Commander, USSOCOM (CDRUSSOCOM) is the SOF JFC, to include CA and PSYOP forces designated as SOF.

(2) USSOCOM drafts GFMAP Annex B (SOF) and publishes the GFMAP Annex Schedule B.

f. Commander, U.S. Transportation Command

(1) Commander, USTRANSCOM (CDRUSTRANSCOM) is the mobility JFC.

(2) USTRANSCOM drafts GFMAP Annex C (mobility) and publishes the GFMAP Annex Schedule C. Mobility forces are the personnel, equipment, and unique support required to execute C2, air fueling, aeromedical evacuation, and air and surface common user lift operations. They also include the capabilities required for port opening, deployment, redeployment, and distribution activity.

(3) As the FP for assigned joint enabling capabilities that include planning, public affairs (PA), and communications, CDRUSTRANSCOM provides the Joint Staff JFC with nominations for conventional joint enabling capabilities.

g. Commander, U.S. Cyber Command

(1) Commander, USCYBERCOM (CDRUSCYBERCOM) is the cyberspace operations JFC.

(2) USCYBERCOM drafts GFMAP Annex F (cyberspace) and publishes the GFMAP Annex Schedule F.

4. Combatant Commanders

a. Force Provider. Perform specified FP roles and responsibilities.

b. Submit Requirements. Submit capabilities-based requirements for legally authorized missions. Requirements include the risk of not sourcing and ensuring that the risk is described in the context of impacts on directed campaigns and operations.

c. Provide Military Risk Assessment. Provides a military risk assessment of the operational risks of the JFCs' sourcing recommendations. CCMDs enter military risk statements in the Maven Smart Systems (MSS) Digital Secretary's Orders Book.

d. Coordinate with Force Providers. Coordinate with FPs to identify sourcing solutions for nominative and pre-coordinated DoW-EC requirements.

e. Coordinate Movement and Command. Coordinate movement and exercise operational control (OPCON) of forces allocated by the SecWar, unless another command relationship is specified.

f. Participate in the GFMBs.

g. Implement Secretary of War Decisions. Implement procedures in coordination with the JFCs and FPs to affect SecWar allocation decisions. This includes using Joint Operation Planning and Execution System (JOPES) processes for time-phased force and deployment data (TPFDD) verification, validation, and deployment execution of ordered forces. Report any circumstances that would prevent a force from meeting its ordered start date.

h. Sponsor Requests. Sponsor RFAs from USG departments and agencies via submission of an RFF referencing the applicable execute order (EXORD) or approved agency executive secretary request.

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i. Provide Information. Make available to the JFCs the tasking, readiness, availability (for employment), deployment, and redeployment information for assigned and allocated AC and activated RC forces.

j. Coordinate with Other Stakeholders. Prior to re-missioning allocated forces between named operations, supported CCDRs must coordinate with the Joint Staff, the appropriate JFCs, the force provider, the appropriate Service HQ, and OSW. For SOF, this includes OASW(SO/LIC). If necessary, the supported CCDR obtains SecWar approval.

k. Standard Data Keys. Use force tracking numbers (FTNs) and FTN line numbers or Fourth Estate Manpower Tracking System (FMTS) position numbers for requirement visibility of alert orders (ALERTORDs), mobilization (MOB) orders, and deployment orders (DEPOORDs). Use FTN and FTN line numbers or FMTS position numbers in appropriate scheduling or tracking tools to facilitate visibility of allocated forces' deployment and redeployment.

5. Military Departments, Service Chiefs, and Commandant of the U.S. Coast Guard

a. Provide Forces. Perform specified FP roles and responsibilities.

b. Mobilize and Demobilize Reserve Components. Upon SecWar approval of the GFMAP annex and subsequent MODs, execute required MOB, demobilization (DEMOB), and reconstitution actions.

c. Participate in the GFMBs

d. Summarize Capacity. Submit individual skill set capacity slides to provide a view of inventory that supports sourcing recommendations.

e. Provide Impacts. Provide impacts to DoW agency manning with any FP nomination that will decrement the Service's ability to fill a DoW agency's authorized manning.

f. Data Standards. Comply with Global Force Management Data Initiative (GFM-DI) requirements, IAW reference (s). Additionally, support implementation of GFM-DI transition plans. This is to ensure all force capability, readiness, and availability (for employment), and employment data down to the lowest employable entity is available to OSW, the Joint Staff, CCMDs, Military Departments, and the Services.

6. Force Providers. These are Military Departments, the Services, U.S. Coast Guard (USCG), CCMDs with assigned forces, DoW agencies, and OSW

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organizations that, as directed, provide force sourcing solutions to meet CCDR force requirements. FPs provide coordinated global sourcing nominations as requested by the JFCs to fill validated CCDR requirements. They also provide FP risks to sourcing. Other roles and responsibilities include:

- a. Prepare for Deployment. Prepares units to deploy and support DoW operations worldwide as directed in the GFMAP.
- b. Provide Contingency Sourcing Solutions. Provide contingency sourcing solutions to the JFCs for specified plan assessments and meeting strategic priority campaign and contingency plan force requirements, as directed.
- c. Report Deployment Adverse Information. Report any circumstances that would prevent a force or individual from meeting its ordered start date.
- d. Provide Data. Monitor and make available to the Joint Staff, CCMDs, JFCs, and their assigned Service components the following: force tracking, readiness, availability (for employment), employment, deployment, redeployment, mobilization, and dwell information for assigned AC and RC, both mobilized and non-mobilized, forces.
- e. Provide Military Risk Assessment. Provide a military risk assessment of force provider risks to the JFCs' sourcing recommendations. FPs enter military risk statements in the MSS Digital Orders Book platform.
- f. Implement Decisions. Implement procedures required to affect SecWar allocation decisions, including the use of the joint planning and execution process.
- g. Use Joint Operations Planning and Execution System. Use JOPES for TPFDD validation and deployment or redeployment execution of ordered forces.
- h. Standard Data Keys. Use FTNs and FTN line numbers or FMST position numbers for requirement visibility of ALERTORDs, MOB orders, and DEPOORDs. Use FTN and FTN line numbers or FMST position numbers in appropriate scheduling or tracking tools to facilitate visibility of allocated forces' deployment and redeployment.
- i. Support Force Pool Information. Support OUSW(P&R) in developing and maintaining the DoW-EC Force Pool and coordinating with supported CCMDs to identify sourcing solutions for nominative and pre-coordinated DoW-EC requirements. The DoW-EC workforce includes all DoW civilians deployed to support expeditionary operations. The OSW-directed DoW-EC Force Pool applies only to non-programmed DoW-EC.

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7. Commandant, U.S. Coast Guard. The USCG is a Military Service and one of the Armed Forces of the United States (reference (eee)). Interagency cooperation procedures between the DoW and the Department of Homeland Security (DHS) are detailed in memorandums of agreement (MOAs). The 2006 MOA (reference (t)) between DoW and DHS details DoW support to the USCG for maritime homeland security. The 2008 MOA (reference (u)) between DoW and DHS details USCG capabilities and resources supporting reference (r). USCG GFM allocation responsibilities include:

a. Force Provider. Serves as an FP in GFM allocation to meet validated CDR force requirements to support campaigns and operations.

b. Prepare Units to Deploy. Prepares units to deploy and support DoW operations worldwide as directed in the GFMAP.

c. Global Force Management Boards. Participates in the GFMBs.

8. Service Force Providers

a. Designation. SFPs are commands designated by a Military Department Secretary or Service Chief directed or authorized to perform the responsibilities of an FP and Service to develop and provide global sourcing nominations.

b. U.S. Fleet Forces Command. U.S. Fleet Forces Command (USFFC) is the SecWar-designated GFM missile inventory manager for Tomahawk land-attack missiles (TLAM) and Standard Missile-3 (SM-3) missiles. USFFC selects storage locations to optimize allocation and directs missile loads for deploying ships and submarines.

9. National Guard Bureau

a. Global Force Management Boards. Participates in the GFMBs.

b. Nominate Through Service. Provides nominations via the Service HQ or SFP for allocation decisions involving National Guard forces or individuals.

10. Department of War Agencies. DoW Agencies include defense agencies, DoW field activities, and other DoW components that are not a Military Department, Military Service, CCMD, OSW, or the Joint Staff. Responsibilities include:

a. Force Provider. Performing FP roles and responsibilities.

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b. Support Force Pool. Supporting coordination with OUSW(P&R) for the development and maintenance of the DoW-EC Force Pool.

c. Provide Risk Assessments. Providing operational risks for any JFC sourcing recommendation that would impact the Services' manning to the agency.

d. Global Force Management Boards. CSAs are designated defense agencies and may participate in the GFMBs.

ENCLOSURE B

GLOBAL FORCE MANAGEMENT

1. Introduction. This enclosure is an overview of the GFM allocation process and introduces the information technology (IT) systems that enable the allocation process. The SecWar specifies procedures for the integrated GFM processes of directed readiness, assignment, allocation, availability (for planning), and assessment in the Global Force Management Implementation Guidance (GFMIG) (reference (a)). The GFM processes themselves do not set priorities, but rather direct the use of joint forces IAW the priorities specified in strategic guidance and direction.

a. Prioritization Sources. The priorities for the allocation process are specified in references (a), (f), (g), and (r). Changing priorities may be communicated with other strategic direction, such as memos, orders, or verbal direction.

(1) The Joint Staff J-5 consolidates the strategic guidance and direction on prioritization into the GCF, as directed in references (o) and (v), to inform the allocation process.

(2) The GFMB provides executive oversight of all GFM processes. The GFMB assesses how well GFM processes align with the DoW's strategic priorities over the Future Years Defense Program (FYDP). The GFMB also evaluates the effects of force management decisions throughout the FYDP and develops or endorses recommendations for the CJCS to present for SecWar decision. Reference (a) discusses the GFMB in more detail.

b. Directed Readiness. Directed readiness is the GFM process which allows SecWar to balance risk by directing the expected readiness of specific force elements for proactive and scalable operations, while modernizing and preserving force availability (for employment) in the event of a major contingency. The DRT amplifies the guidance in reference (w) to prescribe the force size, shape, posture, and readiness to execute the strategy required by section 113(g)(1)(B)(v) of reference (w). The DRT is the annual SecWar guidance that directs specific levels of force readiness for operations and guides wartime availability in both planning and execution. It provides a common tool for senior leaders, operators, planners, and programmers to balance risk in relation to near-term GFM requirements, long-term readiness and modernization, and wartime availability. The DRT is a baseline planning assumption, two years ahead of execution, for the ready and available force capacity and availability for specific force elements that need their readiness directed. The DRT specifies the IRF CRF, follow-on forces, and THF

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requirements, as well as identifies stressed force elements. The IRF EXORD, reference (k), implements IRF requirements and includes additional required IRF-enabling capabilities. Reference (a) details the directed readiness process.

c. Assignment. Assignment is the C2 mechanism specified in section 162 of reference (w) for SecWar to direct the Secretaries of the Military Departments to distribute forces to the CCMDs and USELEMNORAD to accomplish directed missions. The SecWar issues this direction annually to the Secretaries of the Military Departments to assign forces to the CCMDs, and USELEMNORAD, and to retain forces within the Services as specified in the Forces For assignment tables. Service institutional forces are intended to perform the Service functions described in sections 7013(b), 8013(b), and 9013(b) of reference (w). Operational forces not assigned to CCMDs are “Service-retained.” Institutional forces and Service-retained forces remain assigned to the Secretary of the Military Department. They are under an administrative control relationship with their Military Department or Service. Reference (a) details the assignment process.

d. Command and Control. C2 is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Reference (x) defines and explains the command and control relationships. CCDRs may employ assigned and attached forces to execute missions they have authority to execute. Allocation is one of the ways to attach forces to a CCMD. When directed to support, CCDRs may also support each other by directing assigned and attached forces to execute missions that further another CCDR’s mission. Reference (x) explains doctrinal support relationships.

(1) CCDRs and the Commander, U.S. Element, North American Aerospace Defense Command (CDRUSELEMNORAD) exercise combatant command (command authority) (COCOM) over assigned forces. COCOM is enduring and is non-delegable until the SecWar directs a change to the assignment.

(2) CCDRs and CDRUSELEMNORAD exercise a specified C2 relationship over allocated forces. The GFMAP specifies most allocated forces are OPCON unless otherwise stated. USTRANSCOM, USCYBERCOM, and USSPACECOM C2 models are detailed in reference (a) and Enclosure C.

(3) For most operations, SecWar directs other CCDRs to support the supported CCDR in the applicable EXORD. In most cases, a support relationship does not require additional SecWar approval. Supporting forces are not transferred to another CCMD. CCDRs should consider using support

relationships to assist executing missions prior to requesting SecWar transfer forces via the allocation process.

(4) Operational forces assigned to the Secretaries of the Military Departments may be employed under the administrative control of Secretaries of the Military Departments or their designees. This can be for exercises or other activities to fulfill the statutory responsibilities of the Military Department Secretaries specified in sections 7013, 8013, and 9013 of reference (w), so long as they do not infringe on CCDRs' authority to perform assigned missions.

e. Allocation. Allocation is the C2 mechanism used by the SecWar to transfer forces to temporarily adjust the distribution of forces among the CCMDs and USELEMNORAD to accomplish directed missions consistent with section 162(a)(3) of reference (w). The SecWar may allocate any force or capability within the DoW, regardless of current assignment or allocation. Allocation includes forces and JIAs, including DoW-EC. IAW references (a) and (w), transferring forces to a CCMD from another CCMD, Service, or DoW agency requires SecWar direction. The SecWar decision to allocate a force directs the FP to transfer a force to the CCMD for a specified period of time. The CCDR exercises a specified operational C2 relationship over an allocated force.

(1) Strategic Guidance. The annual allocation process begins with a review of strategic guidance and direction to identify the strategic priorities, constraints, and restraints. These include references (a), (e), (f), (g), (q), (r), and (y), relevant DoW issuances, memos, and CJCS directives.

(2) Top-Down Allocation Guidance

(a) The allocation process begins with collaboration among the Joint Staff J-3, Services, and JFCs. The Joint Staff J-35, in coordination with the Services and CCMD JFCs, develops a globally integrated, prioritized plan, called the Top-Down Allocation Guidance. It is an initial plan to posture select major combat forces according to the SecWar's strategic priorities through assignment and allocation for CJCS approval.

(b) The Joint Staff J-3, Services, and JFCs use the DRT as the baseline assumption for the supply of ready and available forces. This is matched against force requirements from the highest priority campaign and contingency plans, CSOs, IRF and IRF enablers, and CRF to establish the baseline demand to develop the Top-Down Allocation Guidance.

(c) The Top-Down Allocation Guidance is the CJCS's initial globally integrated direction on how select major combat force elements of the Joint Force should be allocated to CCMDs or directed to a PTDO status based on

strategic priorities. Top-Down Allocation Guidance sets expectations for planning on the number of forces that will be allocated, pending analysis from the bottom-up refinement in the sourcing of the CCDRs' annual submissions. It also provides a risk and resource informed contextual reference to keep sourcing recommendations focused on strategic priorities.

(d) Appendix A to Enclosure B details the Top-Down Allocation Guidance.

(3) Annual GFM PLANORD. The annual GFM PLANORD communicates annual GFM planning guidance, schedules, assumptions, constraints, and restraints for all the GFM processes. Specifically, it directs the CCDRs to submit their force and JIA requirements in the FY E2 (see Table 1) annual submission. It also communicates new guidance and policy since this manual and reference (a) were published for all the GFM processes. Finally, it promulgates the CJCS-approved Top-Down Allocation Guidance.

For this manual the fiscal years are referred to as:	
FY E	The current fiscal year that is in execution.
FY E1	The current fiscal year that is in execution plus one year.
FY E2	The current fiscal year that is in execution plus two years.
FY E3	The current fiscal year that is in execution plus three years.

Table 1. Fiscal Year Nomenclature

(4) Bottom up Refinement, Annual Submission and Requests for Forces. Informed by the Top-Down Allocation Guidance, the CCDRs develop and submit the force requirements to meet mission requirements that cannot be met with assigned forces.

(a) CCDRs submit force and JIA requirements for the entire FY in the annual submission. The annual submission is essentially a consolidated RFF for all the forces required for an entire FY. This submission includes demand for assigned forces, replacements for forces currently allocated (rotational requirements), and any new (emergent) force and JIA requirements. The requirements in the CCMDs' annual submission are considered bottom-up proposals to refine the Top-Down Allocation Guidance.

(b) Outside of the annual cycle, CCDRs may submit emergent requirements. Emergent allocation enables the SecWar to re-distribute forces among the CCMDs and transfer forces from the Military Department Secretaries to CCMDs to further strategic objectives, respond to crises, and employ forces as dynamically as the situation requires. The emergent process also allows CCDRs to cancel force requirements using a redeployment order

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when the force is no longer needed. Enclosure C details the procedures for CCDRs to submit force and JIA requirements.

(5) Validation. The Joint Staff J-35 reviews all force requirements submitted in the annual submission and subsequent RFFs in the emergent process against SecWar-approved validation criteria specified in reference (a). Requirements that meet the validation criteria are validated or approved for staffing.

(a) The ability to source a requirement is intentionally not a validation criterion.

(b) The Joint Staff J-35 assigns each validated requirement the appropriate strategic priority from the GCF. References (o) and (v) contains background on the GCF. The Joint Staff JFC then forwards each validated force requirement to the appropriate JFC to develop sourcing options, as directed by the CJCS, and a sourcing recommendation.

(c) Joint Staff J-1 conducts the same validation process for JIA requirements in JMDs. Section V of reference (a) and Enclosure D details the Joint Staff validation procedures.

(d) After validation, the Joint Staff JFC sorts the requirements into conventional, SOF, mobility, and cyberspace. The JFC sends the validated SOF, mobility, and cyberspace requirements to the appropriate CCMD JFC with direction to develop sourcing recommendations. The Joint Staff JFC develops sourcing recommendations for conventional requirements.

(6) Force Sourcing. The JFCs, in collaboration with the Services and other FPs, develop sourcing options as directed by the CJCS and recommendations for all validated force requirements. The global integration and prioritization of CCDR operational tasks and force requirements, as well as an assessment of risk, are essential as global demand for forces has historically exceeded supply. To enable the Services to restore readiness, modernize, and increase the capacity of ready and available forces to prepare for our pacing challenges, the rate at which forces are employed must be less than the Services' maximum capacity to generate them.

(a) The Joint Staff JFC requests sourcing solutions from the Services and their designated SFPs. The JFC may also request sourcing solutions from DoW agencies for their capabilities. CCMD JFCs coordinate with the Services through their assigned Service components. The Service or other FP specific sourcing recommendations are called FP nominations. Services, SFPs, and the CCMD JFC Service components consider all Service

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forces capabilities, both assigned and Service-retained forces in developing FP nominations. FPs consider the strategic priority of each requirement when developing sourcing nominations. Each FP nomination contains the FP risks inherent in providing a force to meet the requested capability. For nominations recommending forces assigned to a CCDR, the FP nomination includes the operational risks to the mission(s) as communicated by the CCDR's service component.

(b) Sourcing risks must consider operational and FP risks. Risks include opportunity costs, impacts to current operations, campaign and contingency plans, potential future contingencies, modernization, readiness, divestments, availability (for employment), and impacts on the health of the force. References (a) and (p) contain detailed discussions of risk.

(c) The JFCs consider the FP nominations. With this and the advice from warfare area subject-matter experts (SMEs), JFCs develop globally integrated, prioritized, risk, and resource informed sourcing options. These become recommendations for CJCS.

(d) The Joint Staff JFC then develops the GFMAP base order message and Annexes A, D, and E. CCMD JFCs submit their sourcing recommendations to the Joint Staff JFC in the form of draft GFMAP Annexes B, C, and F.

(e) The Joint Staff JFC consolidates the CCMD JFC's sourcing recommendations and staffs them with all CCMDs, Services, and affected DoW agencies. Contentious issues are addressed in a series of meetings at the AO level then GO/FO or senior executive service (SES) level. These meetings ensure issues are properly framed for SecWar decision. The Joint Staff JFC forwards the draft GFMAP and MODs to the Joint Staff J-35 for review and inclusion into the Secretary's Orders Book process.

(f) The Joint Staff presents sourcing recommendations, with risks, to the CJCS. The CJCS must present sourcing recommendations to the SecWar IAW sections 153(a)(3) and 163(b)(2) of reference (w). Section 151 of reference (w) requires the CJCS to consult with the JCS and CCDRs when developing recommendations. It also calls for the CJCS to prescribe procedures to ensure recommendations are not unduly delayed due to obtaining the advice and opinions of the CCDRs and other members of the JCS. Consistent with section 151 of reference (w) and with reference (e), the CJCS is required to represent differing opinions of the JCS and CCDRs. Enclosure E details the procedures for developing globally integrated, prioritized, risk and resource informed sourcing recommendations.

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(7) Secretary's Orders Book. The Joint Staff J-3 uses the Secretary's Orders Book to obtain approval of all proposed orders requiring SecWar decision. The Secretary's Orders Book includes all allocation and PTDOs promulgated in the GFMAP and its MODs. The Secretary's Orders Book carries EXORDs, ALERTORDs, NATO force preparation (FORCEPREP), cyberspace force mission alignment (CFMA), and RC mobilization orders requiring SecWar approval. Other types of orders requiring SecWar approval may be included, as needed.

(a) Joint Staff J-35 routes the allocation sourcing recommendations in the form of a briefing via the Secretary's Orders Book for CJCS endorsement and SecWar decision. The Joint Staff J-35 prepares, staffs, and briefs all draft orders through the J-Dirs, OSW leadership, and the CJCS to the SecWar for decision. Each force or JIA request culminates in a SecWar decision to either source, partially source, or not source (i.e. "close without sourcing") a requirement.

(b) The Secretary's Orders Book is normally scheduled every three weeks; however, a special Secretary's Orders Book may be held whenever circumstances dictate. Enclosure F details the Secretary's Orders Book process.

(c) The Joint Staff J-3 presents the GFMAP base order for SecWar approval not later than (NLT) February to support predictability for budget inputs, alert and mobilization orders, and maintenance and training schedules.

(d) After the SecWar approves the base order, changes are made to the GFMAP and annexes via MODs.

(8) Global Force Management Allocation Plan. The GFMAP is a message with multiple annexes. GFMAP annexes communicate SecWar decisions that direct an FP to transfer a force or individual to the requesting CCDR or closes the requirement without sourcing. When the SecWar directs an FP to allocate a force, the GFMAP annex specifies the operational command relationship (e.g., OPCON or tactical control (TACON)) the CCDR assumes over the force as well as the duration, authorized missions, location, and other instructions. Upon SecWar approval, Joint Staff J-35 publishes the GFMAP on reference (l).

(9) FPs implement SecWar orders in the GFMAP annexes and JFC annex schedules by issuing DEPOORDs, through the chain of command, to the unit or individuals deploying. In turn, CCDRs issue orders to establish C2 relationships of assigned and attached forces. The JFCs monitor the FPs' progress in meeting the GFMAP orders. Enclosure H articulates deployment

guidance and defines the procedures for adjustments to requirements, orders, and deployments.

2. Allocation Terms of Reference. To clarify stakeholder activities during allocation, the following terminology (offset in quotations) describes the state of a CCDR force requirement:

a. Defines. The major subordinate command deployed in a CCMD or named operation in need of a capability usually “defines” the requirement. The CCMD may define force requirements.

b. Reviews. The JTF or component command staff “reviews” each force requirement.

c. Endorses. The JTF CDR, or component CDR, “endorses” each force requirement.

d. Approves. The CCDR or designated representative (e.g., CCMD J-3) “approves” the force requirement and assigns a request for forces identification (RFFID).

e. Validates. The Joint Staff “validates” the requirement by evaluating it against the SecWar directed validation criteria.

f. Assigns. The Joint Staff JFC “assigns” a JFC to develop recommended sourcing solutions.

g. Force Request. The assigned JFC enters a “force request” tasking the appropriate Service(s), CCMD JFC Service component(s), SFP, or other FP to submit an FP nomination.

h. Nominate. FPs “nominate” the best available sourcing solution from their forces.

i. Recommend. The JFCs “recommend” a sourcing solution.

j. Orders. The SecWar “orders” the sourcing solution in the Secretary’s Orders Book and the Joint Staff communicates the SecWar decision in the GFMAP.

k. Issues. The CCDR “issues” C2 language to establish the CCMDs operational chain of command via DEPORDs or other orders.

3. Data Processing Tools. Allocation delivers the necessary information for the SecWar to make informed decisions. Several information systems support staffs in capturing and analyzing data that support SecWar decisions.

a. Joint Capabilities Requirements Manager. JCRM is the DoW program of record and database used to enable GFM allocation process workflows and staffing. It registers and communicates CCDR force requirements and facilitates developing orders and sourcing solutions. Data in JCRM can be classified up to secret not releasable to foreign nationals. Enclosure I provides the JCRM data field definitions. The functionality of each module is described below:

(1) The JCRM operational capability package (OCP) module provides CCMD planners with the ability to generate, store, and share force requirements in a plan based on force structure from authoritative databases. These OCPs can be transitioned to operational force requirements in the JCRM requirements module and be used to populate a JOPEs TPFDD with unit-level requirements should the plan be executed.

(2) The JCRM requirements module captures operational force demand. The requirements module enables CCDRs to electronically document emergent and annual operational force requirements and forward them to the Joint Staff J-35 for validation. The module also allows Joint Staff J-35 to document the requirement validation and assign each validated requirement to the JFC to develop recommended sourcing solutions. Requirements from this module can also be exported to a JOPEs TPFDD.

(3) The JCRM FP module enables the JFCs to request and receive FP sourcing nominations. The FP module then enables the JFCs to create sourcing recommendations to generate GFMAP Annexes A, B, C, and F for SecWar approval. This module also enables CCMD JFCs and CCDRs to generate GFMAP annex schedules and CCDR DEPORDs, respectively.

(4) The JCRM force deployment (FD) module enables TPFDD comparison with the data in the GFMAP annexes based on the FTN entered in the unit line number (ULN). It assists operators to verify and validate execution TPFDD requirements as authorized in the SecWar-approved GFMAP.

b. Fourth Estate Manpower Tracking System. FMST is the system of record for joint manpower, including JTF HQ and special mission joint organizations. FMST is used to register, staff, and record CCDR annual and emergent joint individual requirements. It is used by the Joint Staff JFC, CCMDs, and FPs for JIA allocation process administration, planning, and management. The Defense Information Systems Agency Joint Staff Support

Center (JSSC) transfers sourced JIA requirements from FMTS to JCRM for visibility at least monthly. References (i), (z), and (aa) govern FMTS use.

c. Logbook. Logbook is a collaborative staffing tool used by the JFCs to staff force requirements by individual FTN, groups of FTNs, RFFs, or JIAs supporting CCMD JMDs. Logbook, in conjunction with JCRM, must be used by all organizations involved in the GFM allocation process to staff sourcing nominations and recommendations for CCDR force and JIA requirements. Logbook is also used to formally send, answer, and record requests for information (RFIs) for force and JIA requirements.

d. Enterprise Task Management Software Solution. Enterprise Task Management Software Solution (ETMS2), is the online tool for the Joint Staff to task, develop, coordinate, approve, distribute, manage, and archive Joint Staff actions. ETMS2 enables Joint Staff action processing as detailed in reference (bb). ETMS2 is the program for managing staffing actions to support the CJCS and meets DoW records management requirements.

e. Automated Message Handling System. Automated Message Handling System (AMHS) is web-based messaging services for the DoW. It provides the ability to exchange official information between military organizations and to support interoperability with other USG agencies and activities, as well as allied nations. Where appropriate, an organizational message transmitted via AMHS is the official communications method among DoW organizations. Organizational messages require designated official approval, are directive in nature, commit resources, and make formal requests.

f. Joint Operation Planning and Execution System Information Technology. JOPES IT is an application suite that includes JOPES Editing Tool, Rapid Query Tool, and Web Scheduling and Movement Tool. These tools support joint planning and execution information management focused on force deployment. TPFDD are key products from JOPES IT and each is labeled with a unique plan identification number (PID). Joint Planning and Execution Services is the planned replacement for JOPES IT and will provide similar functionality.

(1) Time-phased Force and Deployment Data. TPFDD are records in the database that present time-phased force, non-unit cargo, personnel, and movement data for a concept plan, operation plan (OPLAN), operation order, or force rotation.

(a) Force requirements are listed in a TPFDD as a series of force requirement numbers (FRNs). After a unit identification code (UIC) is entered, an FRN becomes a ULN. Depending on the stage in the planning process, UICs

may identify preferred forces, contingency sourced forces, or execution sourced forces. Reference (cc) has detailed guidance for completing FRN and ULN data fields.

(b) As TPFDDs are refined, the ULNs reflect the detailed deployment and movement planning and enable contingency sourcing and a transportation feasibility assessment (TFA). A TPFDD may be designated for a particular planning course of action (COA) or sequenced COAs. CCMDs provide business rules for managing their TPFDDs in their supplemental TPFDD letters of instruction.

(2) Notional TPFDD. Force requirements may be documented in a notional TPFDD and phased or sequenced during plan development to support the concept of operations. The notional TPFDD depicts force requirements and force flow. It enables sourcing feasibility assessments and TFAs. When developed and entered into JOPEs IT, the notional TPFDD provides the basis for such analysis. A notional TPFDD does not normally contain execution sourced units. It is planning data in a TPFDD formally reflecting the time-phased force deployment, non-unit cargo, and personnel requirements usually associated with a Level 3T or 4 plan (reference (dd)). The data in a notional TPFDD is based on planning assumptions. Force requirements are not execution sourced but may identify preferred forces by the CCDR or be contingency sourced when directed by the CJCS.

g. Newsgroups. Newsgroups is a collaborative tool, accessible using MZLA Technologies Corporation Thunderbird (commonly called Mozilla Thunderbird), that supports JOPEs IT users. Newsgroups allows users to read and post messages in either open or restricted forums to coordinate force management functions across the joint planning and execution community (JPEC).

h. Joint Training Tool. The Joint Training Tool (JTT) provides the capability to define force requirements for exercises. The supported CCMD enters the force requirements to conduct an exercise into JTT. The JSSC manually exports sourced exercise requirements to JCRM for visibility of exercise demand on the Joint force. References (ee) and (ff) govern JTT use.

i. ORION Decision Support Platform. ORION is hosted by OSW's data advanced analytics (Advana) platform (reference (gg)). ORION is a web-based system that aggregates and displays GFM data from multiple sources to enable rapid analysis and force sourcing feasibility assessment (FA). Authoritative data sources include JCRM, JOPEs, Defense Readiness Reporting System-Strategic (DRRS-S), and Service systems. Applications in the ORION environment provide:

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(1) Global force inventory and commitments, including force element capability, readiness, availability, and employment (CRAE) data, to support force feasibility analysis.

(2) User-tailorable reports combining JOPEs, JCRM, and other GFM data.

(3) Geospatial display of force element CRAE data.

(4) An individual risk assessment subsystem whereby FP and CCMD users submit, manage, and reuse data on individual skill set capacity for JIAs.

j. Defense Readiness Reporting System–Strategic. DRRS-S provides visibility of the force and the Service and Joint near real time readiness reporting of the forces. DRRS-S enables analysis of the DoW force structure and reported readiness. Reference (hh) contains policy for DRRS readiness reporting. DRRS-S data informs force sourcing recommendations and decisions. DRRS-S supports readiness and capacity analysis to meet force allocation requirements. The DRRS-S business intelligence tool, along with tailored readiness dashboards, displays reported readiness information.

k. Digital Secretary’s Orders Book. The Digital Orders Book is a suite of MSS applications that aggregates GFM data sources to support collaborative workflows for identifying sourcing solutions and Joint Force situational awareness. The MSS Orders Book platform leverages data aggregation, advanced data analytics, interactive geospatial views, and artificial intelligence and machine learning capabilities of MSS to empower data-driven decision support for the Joint Staff. The MSS Digital Orders Book platform enables requirement validation, inventory management, course of action development, supports analysis of sourcing solutions and risk, and facilitates Secretary’s Orders Book production and briefing in a unified platform.

APPENDIX A TO ENCLOSURE B

TOP-DOWN ALLOCATION GUIDANCE WITH BOTTOM-UP REFINEMENT

1. Top-Down Allocation Guidance

a. Purpose. The CJCS's Top-Down Allocation Guidance is a plan to align select major force elements from the joint force against the strategic priorities. The Top-Down Allocation Guidance sets expectations on how the joint force will be distributed to CCMDs through assignment, allocation, or ordered to a PTDO status in FY E3 based on the strategic priorities.

b. Strategic Guidance. The Joint Staff begins the annual allocation process with a review of strategic guidance to identify strategic priorities, constraints, and restraints. Strategic guidance includes references (a), (e), (f), (q), and (r). The Joint Staff also considers relevant DoW issuances and memos and CJCS directives. The high priority campaign and contingency plans provide insights to potential future demand.

c. Assumptions. The DRT contains the SecWar's direction prescribing the capacity of select forces required to be ready and available within specific timeframes to further or achieve strategic objectives within an FY. In developing the Top-Down Allocation Guidance, Joint Staff J-35 uses the DRT as a baseline assumption for the supply of forces. The force requirements to execute priority campaign plans, current operations, and CJCS-approved CSOs constitute force demand for the Top-Down Allocation Guidance. The Joint Staff J-35, in coordination with the Services and CCMD JFCs, develop a globally integrated, prioritized plan to posture forces to the SecWar's strategic priorities through assignment and allocation.

d. Staffing and Approval. Joint Staff J-35 staffs the initial plan with all CCMDs and Services to capture the risks. Joint Staff J-35 presents the plan to align select forces to the strategic priorities to FY E3 GFMB 3 for endorsement, then to the CJCS for approval. Joint Staff J-35 includes the approved plan, called Top-Down Allocation Guidance, in the annual GFM PLANORD.

e. Force Elements. Although Top-Down Allocation Guidance does not specify every type of force or force element, the logic behind the distribution of each of the specified force element is explained. That logic should be extrapolated for force elements not included in the Top-Down Allocation Guidance. The types of forces or force elements addressed in the Top-Down Allocation Guidance are the major combat forces identified as vital to executing the priority global campaign and contingency plans. It may also contain force elements that are historically contentious.

f. Force Structure Assessment. The Joint Staff J-35—in coordination with the Joint Staff J-8 Forces Division, the Services, and CCMD JFCs—assess the force structure and campaign plans to determine the types of forces to include in the next year’s Top-Down Allocation Guidance.

2. Bottom-up Refinement

a. Annual Planning Order. The annual GFM PLANORD directs the CCDRs to submit their force and JIA requirements in the FY E2 Annual Submission.

b. Annual Submission. Informed by the Top-Down Allocation Guidance, CCDRs submit force and JIA requirements for the FY in the annual submission. The annual submission is essentially a consolidated RFF for all the forces required for an entire FY. This submission includes demand for assigned forces, replacements for forces currently allocated (rotational requirements), and any new (emergent) force and JIA requirements.

c. Annual Requirements Submission. The requirements in the CCMDs’ annual submission are considered as bottom-up proposals to refine the distribution of forces in the Top-Down Allocation Guidance. Enclosure C details the process for CCDRs to submit force and JIA requirements.

ENCLOSURE C

COMBATANT COMMANDER REQUIREMENTS

1. Overview. This enclosure describes the process for CCDRs to develop and submit force and JIA requirements. CCDRs convey requirements in the annual submission or in an RFF.

2. Global Force Demand. To distribute a limited number of forces among the competing CCDR demands, the SecWar, OSW, CJCS, Joint Staff, JFCs, FPs, and CCDRs must understand the global demand on the force. A thorough understanding of the global demand on the force is essential to articulate the risks to allocate or not allocate forces.

a. Operational Force Demand. Operational force demand encompasses all CCDR demand for forces. This demand aligns to supporting operations, campaigns, and supporting activities. Supporting activities include CSOs, security force assistance (SFA), RFAs, and theater security cooperation (TSC) events. CCDRs register operational force demand in JCRM.

(1) Assigned Force Demand. Secretaries of the Military Departments assign forces to CCMDs and USELEMNORAD IAW the SecWar's direction in the "Forces For" Assignment Tables. CCDRs employ their assigned forces to accomplish authorized missions. Assigned force demand (AFD) is an integral part of operational force demand. Registering the employment of forces assigned to CCMDs as AFD in JCRM is required to facilitate tracking personnel tempo (PERSTEMPO), D2D, and M2D. Documenting AFD in JCRM also helps to assess risk. CCDRs must enter the requirements for the employment of their assigned forces in JCRM. The SecWar does not allocate these forces back to the CCDR who has them assigned.

(a) Most EXORDs direct all CCMDs and Services to support the supported commander for that mission or operation. IAW reference (x), a CCDR may, when directed to support, order assigned and allocated forces to support another CCDR. Support does not involve transferring or allocating forces and does not require SecWar approval, except for offensive and defensive cyberspace support from USCYBERCOM as specified in references (a) and (ii) and amplified in paragraph 11. CCMD requests for support are handled between the CCMDs and Services rather than the GFM allocation process.

(b) Services must document force requirements in JCRM for activated RC Service retained forces for preplanned missions supporting CCMDs according to reference (jj). These requirements are not Joint Staff

validated, do not require SecWar approval to source, and are not ordered in a GFMAP annex.

(c) Some CCDRs perform their directed missions and responsibilities by employing their assigned forces in support of other CCDRs. USTRANSCOM, USCYBERCOM, and USSPACECOM use the support model to employ assigned forces. The SecWar may allocate their assigned forces to another CCMD, but these CCDRs usually employ assigned forces to perform authorized missions in support of other CCMDs through doctrinal support relationships explained in reference (x). Paragraph 11 contains amplifying procedures.

(2) Institutional Demand

(a) Service responsibilities addressed in sections 167, 167b, 7013, 8013, and 9013 of reference (w) include recruiting, organizing, training, maintaining, and equipping the force. To accomplish these responsibilities, Services, USSOCOM, and USCYBERCOM require resources and units organized toward these institutional missions.

(b) Services' capture their institutional demand and associated risk in meeting such demand. Service risks inform allocation decisions and are communicated in the Service risk statements that accompany FP nominations and JFC sourcing recommendations. Services may enter their institutional and other force demand as force requirements in JCRM for visibility. These institutional force requirements are not Joint Staff validated, do not require SecWar approval to source, and are not ordered in a GFMAP annex.

(3) JIA Demand. Included in the GFM allocation process are JIA programs and procedures that support temporary joint and combined HQ requirements for personnel to support approved operations. Temporary joint and combined HQ staffing is documented in a JMD. The individual positions for a JMD are each assigned a unique number, called a position number, in FMTS. Although JIA demand is an operational demand, it is a demand for individuals, not forces. JIA is therefore not included in operational force demand.

(a) CCDRs enter the requirements for all positions on JMDs in FMTS including those positions that are filled with their assigned forces. Each position is categorized as a coalition, contractor, unit fill, interagency, GO/FO, or JIA.

(b) Only positions categorized as JIAs and unit fills that cannot be met with the CCDRs assigned forces are forwarded to the SecWar for an

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allocation decision. The positions designated asJIAs are recorded as a unique demand signal.

(c) Unit fills are operational force demand for units to staff a joint HQ. CCMDs enter force requirements for units to fill joint HQ positions on a JMD in the JCRM requirements module. The FTN is a required FMTS data field for each JMD position categorized as a unit fill.

b. Department of War Expeditionary Civilians. Reference (kk) details the process to request and source DoW civilians via the allocation process. DoW-EC requirements may be included as JIA demand in JMDs or in operational force requests. Requests for DoW-EC should leverage programmed civilians wherever possible. Programmed DoW-EC are part of a structured Service or CSA unit, capability, or program. Requests for non-programmed DoW-ECs should be limited to SMEs.

(1) All DoW components—with the exception of the DoW Inspector General—maintain a DoW-EC capacity above their programmed capabilities. This allows them to source non-programmed DoW-EC requirements specified by the DoW-EC Force Pool.

(2) OUSW(P&R) promulgates and maintains the DoW-EC Force Pool based on projected future DoW-EC demand signal. The force pool establishes the maximum number of non-programmed civilian requirements within each designated series and grade that each civilian FP should be prepared to source.

(3) All non-programmed DoW-EC sourcing solutions ordered in the GFMAP count against an FP's force pool. Civilians deployed with a force structure unit or a funded program, or hired specifically for an expeditionary deployment, are not counted against the DoW-EC Force Pool. FPs may offer to source non-programmed DoW-EC more than the required capacity specified in the force pool.

c. Exercise Demand. Exercise force demand encompasses requirements for CJCS-directed and CCDR high-priority exercises. CCDRs submit exercise force requests in JTT IAW references (ee) and (ff). An exercise force request is for units or capabilities that cannot be sourced from within the requesting organization to participate in an exercise. The request is generated because the unit or capability is either not resident in existing assigned or allocated forces or the unit or capability is not available due to current operational commitments. Exercise force requirements are entered in JTT.

(1) Exercise Sourcing Priority. Exercise sourcing is normally a lower priority than operational force demands. Forces sourced for exercises in JTT

may be reallocated to higher priority operational force requirements. Exercise forces deploy under TACON for participation in or direct support (DS) of a CCDR's joint exercise.

(2) Assigned or Allocated Force Exercise Demand. CCMDs enter exercise force requirements into JTT and enter the assigned or currently allocated forces that source the exercise requirements. Exercise requirements beyond those sourced by the CCMD may be sourced by other FPs. CCMD exercise force requirements sourced in JTT are assigned an FTN. The JSSC periodically exports JTT data of sourced exercise force requirements to JCRM to provide visibility of sourced exercise demand.

d. Future Challenges and Global Demand. In addition to operational force, Service institutional, JIA, and exercise demand, which capture total global demand, the SecWar considers force use for future challenges or global demand.

(1) Future potential demand encompasses CCMD planning requirements for forces required to support potential execution of a plan. Should execution of a plan be ordered, the required forces become an operational demand for execution sourcing. Forces not assigned to the supported CCMD must be requested and allocated by the SecWar.

(2) CCMDs may not use the allocation process as a demand signal in support of planning for SecWar-directed contingency or campaign plans that require long-term programmatic decision-making.

(3) Contingency sourcing is a separate process specified in Enclosure J to assess the sourcing feasibility of force requirements in plans.

3. Operational Force Requirements (Annual and Emergent)

a. Assigned Forces First. CCDRs must attempt to source requirements with their assigned and currently allocated forces before requesting allocation of additional forces. CCDRs must explain what assigned and currently allocated forces they already have, how those forces are being employed, and why those forces cannot perform the mission in each request for forces. For nonstandard force requirements, CCMDs must explain what individuals, by rank and specialty, the CCMD already has in assigned and currently allocated forces. The explanation must include how those individuals are being employed and why those individuals cannot perform the mission in each force request. This information is necessary for the Joint Staff to address the Joint Staff validation criteria.

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b. Leverage Other Organizations. CCDRs should also consider and exclude or exhaust reasonable opportunities for leveraging outside organizations prior to requesting additional forces. Such organizations include allied and partner (A&P) forces, interagency capabilities, support from other CCMDs, or contracted capabilities. The explanation of other organizations considered should be in all force requests.

c. Consider Options. CCMDs consider the full range of sourcing options for hard-to-source requirements and draft force requirements to provide the JFCs and FPs the greatest flexibility to identify sourcing solutions. Therefore, requirement descriptions should focus on the capability and tasks required to accomplish the mission instead of specific force types or personnel numbers.

d. Use Joint Capabilities Requirements Manager. CCMDs must enter force requirements in JCRM. Enclosure I has details for each JCRM data field.

e. Consult with Force Providers. CCMDs should consult with appropriate FPs or other SMEs to draft requirements to convey the capability required. When applicable, CCMDs should also consult functional, specialized commands and organizations for requirements in those functional, specialized areas (e.g., JPRA).

f. Force Tracking Number. The supported CCMD assigns an FTN to each force requirement. For example, a brigade combat team (BCT) with an additional military police (MP) company requires separate FTNs for the BCT and the MP company. If multiple capabilities of the same type are required, the CCMD submits an individual FTN for each. For example, an RFF requesting 10 PA teams has an FTN for each PA team resulting in 10 FTNs, not 1 FTN for 10 PA teams.

g. Maritime Forces. Requests for naval forces such as ships and submarines use the same process, with the following exceptions:

(1) Request submarines with one FTN per platform type and the total annual presence requested.

(2) For non-submarine requirements less than 1 year with unknown specific dates, use 1 October to 30 September for start and end dates. Identify the portion of the year (0.5 is 6 months) being requested by the CCDR as the requirement amount and select "PRESENCE" for the "Quantity Type." This communicates the requirement for 6 months of presence at any time during the FY.

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(3) For non-submarine deployment requirements, when specific dates are known, specify the required start and end dates for a 1.0 capability (or the required amount) (e.g., 10 October to 20 December, requirement amount is 1.0). Select “CAPABILITY” for “Quantity Type.” This communicates the requirement for one unit from 10 October to 20 December.

h. Nonstandard Force Requests. A nonstandard force request is for a capability that is not organized as a Military Department or Service unit in the DoW inventory. Sourcing nonstandard force requests usually adversely impacts the Services’ ability to maintain unit readiness. CCDRs should minimize nonstandard requirements to promote readiness restoration.

(1) Prior to submitting the annual submission CCMDs must review pre-existing nonstandard requirements and determine if they are still necessary and if they can be updated to a standard requirement for an existing force in a Service inventory.

(2) When a nonstandard force is necessary, the force request must specify the required capabilities, mission, and tasks in mission-essential task list (METL) terms. A nonstandard force request must also specify the requesting CCDR’s force composition assessment by position in the nonstandard spreadsheet. Enclosure I details the requirements for nonstandard spreadsheets in JCRM force requests.

(3) CCMDs refer nonstandard requirements that have been validated over 2 or more years to the Services to consider programming standard unit configurations to source enduring requirements.

i. Adaptive Force Packages. An adaptive force package is a collection of standard or nonstandard force requirements for forces usually embarked on maritime platforms to provide a complete capability. Nonstandard requirements must include:

(1) Clear mission statement for the requested force or capability.

(2) Concept of operations (CONOPS).

(3) An expanded special requirements paragraph. Whenever possible, mission and tasks are from METLs.

(4) Military occupational specialty (MOS) used by U.S. Army (USA) and U.S. Marine Corps (USMC), Navy enlisted classification (NEC) or Officer Designator Code used by U.S. Navy (USN), Air Force specialty code (AFSC) used

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by U.S. Air Force (USAF) and U.S. Space Force (USSF), or other Service specialty code equivalent.

(5) Grade skill level.

(6) Personnel security clearance requirements.

(7) Required training by position.

(8) Organizational requirements.

(9) Equipping requirements to include a mission-essential equipment list and identified theater-provided equipment (TPE).

(10) Sourcing nonstandard enabling capabilities for maritime forces, which are adaptive force packages, is challenging and complex. Adaptive force packages are constituted from standard units, ad hoc units, and equipment tailored to a specific mission and aligned to a common start date. Frequently, sourcing these capabilities for an afloat platform might require sourcing from multiple echelons and commands, with final constitution not taking place until after arrival onboard.

(11) Adaptive force package requirements should be submitted as soon as possible, preferably in the annual submission. References (a) and (d) specify the minimum time prior to the requested start date to submit requirements for forces for an adaptive force package.

j. JOPES Data Entry. Supported CCMDs must enter the FRN and data into the appropriate TPFDD IAW reference (cc) NLT when the requirement is Joint Staff validated to facilitate the FPs' ability to develop sourcing nominations.

k. New and Rotational Force Requirements. New force requirements are requests for forces or capabilities not previously submitted by the CCDR supporting SecWar-approved operations or other military activities. Rotational requirements are for replacement forces. In JCRM, new force requirements are labeled emergent.

4. Annual Submission. The annual submission includes all CCDR, CDRUSELEMNORAD, and NATO new and rotational force and JIA requirements for FY E2. The annual submission is a consolidated request for all forces and JIAs required for the FY and supports the bottom-up refinement of the CJCS's Top-Down Allocation Guidance. The annual submission includes:

a. Force Laydown Graphic. A geographic force lay-down in a PowerPoint presentation to Joint Staff J-35 and the JFCs via e-mail that includes:

- (1) Operational requirements by joint requirement code (JRC), submitted via JCRM.
- (2) JTF JMD JIA requirements submitted via FMTS.
- (3) CJCS-approved FY E2 CSOs and associated FTNs (documenting both AFD and force allocation requirements) for each CSO.
- (4) Security cooperation activities. Document the system used to request the force (e.g., FMTS, JCRM).
- (5) Requested changes to the CFMA and requests for DS of cyberspace protection forces (CPF) units IAW reference (ii).

b. Concept of Operations. A CONOPS is required for each new operation and force requirement to the Joint Staff J-35 and the JFCs. CCMDs must attach a CONOPS to the JCRM entry for all new force requirements. The CONOPS focuses on the requested force or capability and its intended mission, purpose, and tasks in the operation. CONOPS for rotational requirements must have an attached CONOPS reviewed and endorsed by an O-6 dated within one year of submission and reflect the current situation. The CONOPS must include:

- (1) Description of the operational environment.
- (2) Enemy or adversary situation.
- (3) Friendly or allied situation.
- (4) Geopolitical and other factors.
- (5) Assumptions and operational risk.
- (6) Operational constraints.
- (7) Forces or capabilities requirements description.
- (8) Deployment timelines and sequencing priorities.
- (9) Mission.

(10) Intent and desired *National Defense Strategy* (NDS)-directed objective.

(11) Scheme of maneuver.

(12) Operational timeline.

(13) Command relationships.

(14) If the pre-existing rotational requirement has been previously sourced, the CONOPS includes an assessment of progress in achieving the stated objective.

(15) Risks of not sourcing.

c. Message. An organizational message, transmitted via AMHS, must include the following:

(1) An executive summary of all CCDR requirements supporting operations, activities, security cooperation, and plans entered into JCRM and FMST.

(2) Significant FY E2 changes from FY E1 (see Table 1) force requirements.

(3) New FY E2 force requirements summary and the SecWar authority justifying the requirements (e.g., EXORD or other document transmitting SecWar authorization to conduct the military activity).

(4) CJCS-approved FY E2 CSOs and the FTNs (both AFD and force requirements for allocation) for each CSO.

(5) Planning assumptions used to develop FY E2 requirements.

(6) Theater political, religious, and A&P events or dates that might trigger significant changes to projected force requirements.

(7) Key decision points that might affect the requested force structure in the AOR.

(8) A description of the CCMD process used to assess the continuing need for enduring FY E1 requirements.

(9) Bases and facilities required to support the force.

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(10) Identification of A&P that plan to change force structure during FY E2 and FY E3.

(11) Aerial port of debarkation (APOD) and seaport of debarkation (SPOD) throughput constraints.

(12) Joint reception, staging, onward movement, integration (JRSOI), and redeployment or retrograde timelines and issues specific to each CCDR combined joint operations area.

(13) An assessment of assigned assets or forces required to achieve CCDR priority TSC events or activities.

(14) All force increases and reductions by FTN or FMTS number from the previous FY.

(15) Projections of force requirements for FY E3 and FY E4.

(16) Risk to campaigns, operations, and future contingencies. Use the risk framework and military risk matrix prescribed in reference (p) and discussed in reference (a).

(17) Legal sufficiency reviewer.

d. Data Entries. Data must be entered into JCRM, FMTS, and JTT.

(1) To capture operational demand, CCDRs register each operational force and JIA requirement (including AFD) in JCRM and FMTS, respectively. Enclosure I and reference (i) contain detailed instructions for JCRM and FMTS data entries, respectively. IAW reference (ii), CCMDs also submit requests for DS of CPF via JCRM. Exercise force requests are submitted in JTT per references (ee) and (ff).

(2) All force requirements submitted in the annual submission must have the first or second RFFID number in JCRM for the FY. CCMDs submit new and modified force requirements using the first RFFID (0001). CCMDs submit unchanged rotational requirements using the second RFFID (0002). The annual GFM PLANORD specifies the due dates for the annual submission. The requirement to submit new requirements and changed rotational requirements is earlier to allow more time for a detailed review during Joint Staff validation.

(3) The supported CCDR is responsible for reviewing and approving JIA positions annually pursuant to the annual GFM PLANORD timeline (reference

(c)). Requirements in FMTS must be prior to or in an “active” and “approved” status with an effective date in the affected FY. Sourcing solutions are developed according to timelines specified in the annual GFM PLANORD.

e. Briefing. CCDRs brief their annual submission to GFMB 2 to assist in validating the requirements. The brief includes any specific desired presence periods (less than 365 days) for air, naval, or ground forces during the FY in support of planned exercises, engagements, or anticipated threat activity. These presence periods inform sourcing to allocate low-density capabilities to high priority exercises, engagements, or deterrence activities. The brief also highlights justifications for adjustment to the allocation of forces from the direction in the Top-Down Allocation Guidance.

5. Changes to the Annual Submission. After CCDR approval, a force requirement in JCRM is forwarded to the Joint Staff. The CCMD staff cannot edit approved FTNs in JCRM. The normal procedure for making minor changes to force requirements is a change request, detailed in Enclosure H. However, due to the large number of force requests submitted in the annual submission, the Joint Staff J-35 may choose to return requirements in JCRM to CCMDs for correction. Joint Staff J-35 establishes the suspense for the CCMDs to make corrections and resubmit. Similarly, if Joint Staff J-1 chooses to return requirements in FMTS to CCMDs for corrections or revisions, Joint Staff J-1 establishes the suspense. This is usually done only during planner-level review prior to GFMB 2.

6. Annual Timeline and Planning Order

a. Annual Planning Order. The Joint Staff publishes guidance and direction for FY E2 in the annual GFM PLANORD. The PLANORD includes strategic priorities, assumptions, Top-Down Allocation Guidance, timelines for the annual sourcing cycle, specific directions for CCDRs to develop their annual submission, and additional sourcing guidance. The annual GFM PLANORD may also contain revised GFM guidance and policy. The Joint Staff incorporates new guidance and policy in the annual GFM PLANORD, as appropriate, into subsequent updates to reference (a) and this manual.

b. Planning Conferences. CCMDs inform the Joint Staff, JFCs, FPs, and SFPs of annual submission planning conferences, which include requirements conferences and dates. The FP community (Joint Staff, JFCs, FPs, and SFPs) participation at the CCMD requirements conferences is encouraged. Participation results in understanding the force requirements and their relationship to strategic priorities and operations. The Joint Staff, JFCs, Services, and other functional area experts' input at these conferences can help the CCMD accurately articulate the force requirements.

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7. Emergent Force Requirements. Emergent force requirements are CCMD, NATO, or USELEMNORAD requests for forces or capabilities to be transferred. These are unanticipated requirements, submitted after the annual submissions due date that cannot be met by the requesting HQ, its components, or by currently assigned or allocated forces. Requirements submitted after the annual submission due date are submitted as emergent requirements via JCRM and an RFF. The RFF is an organizational message transmitted via AMHS simultaneously with the submission of the requirements in JCRM. The RFF message contains one or more force requirements, each with an FTN. The RFF message alerts the JPEC of the CCDR's request. Force requirements in JCRM and RFF messages contain the information and data requirements specified in Enclosure I. In order to accept an RFF for Joint Staff validation, the Joint Staff J-3 requires CONOPS for each force requirement in the RFF in the JCRM record and a CCDR approval statement in the RFF message. Additionally, to facilitate timely legal review, the RFF message must contain the name of the legal sufficiency reviewer.

a. Request for Forces Message Addressees. RFF messages are addressed to the SecWar, CJCS, Joint Staff J-3, appropriate JFCs, Secretaries of the Military Departments, Service HQs, SFPs, and FPs. All other CCDRs and CCMD JFC Service components are information addressees.

b. Request for Forces Identification. A unique JCRM RFFID is associated with each RFF message. Enclosure I has the RFFID construct.

c. Enduring Requirement. If a new requirement endures to the next FY, the RFF must contain the emergent FTN for the requested start date FY as well as rotational FTNs for subsequent FYs up to and including the last annual submission as shown in Figure 1. New and subsequent rotational FTNs are submitted in JCRM with the same RFFID.

d. Discrepancies. If there are discrepancies between the RFF message and the FTNs in JCRM, the more detailed descriptions of the force requirements in JCRM take precedence.

e. Request for Forces Limitations. RFF messages do not request exercise or JIA requirements.

(1) Forces to participate in exercises are requested via JTT according to procedures prescribed in reference (ff).

(2) JIAs are requested using FMTS and an emergent JIA request message. Reference (i) provides additional information.

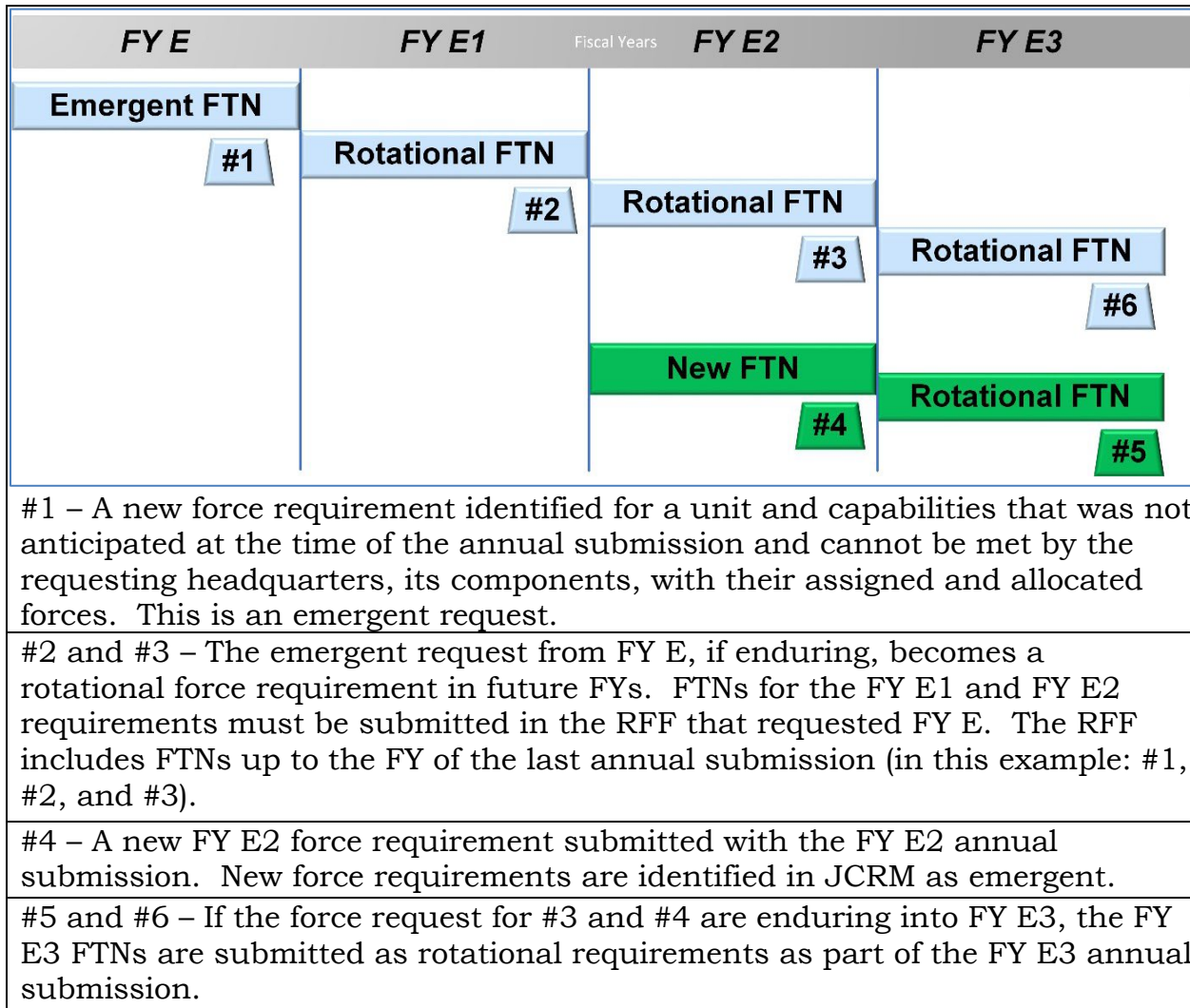


Figure 1. Force Requirements Submissions

f. Emergent Force Requirement Timelines. Emergent requirements are submitted after the annual submission due date. They are either routine, urgent, or immediate requests. Urgent and immediate RFFs are normally only supportable with forces resident within DoW inventory that are prepared and task organized for employment. Sourcing nonstandard force requirements in urgent and immediate RFFs is problematic. They are not usually supportable due to organizing, training, and equipping issues.

(1) Routine RFFs. Routine RFFs are submitted early enough to facilitate sourcing through the normal staffing and Secretary’s Orders Book timelines (see reference (d)).

(2) Urgent RFFs. Urgent RFFs are for missions that could have significant or high risk of failure without the capability provided by the

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requested start date. The CCDR places a high priority on these requests with the understanding they take precedence over all other sourcing efforts except immediate requests, including normal rotation of forces. See reference (d).

(a) Urgent RFFs may be sourced with units already on orders to the requesting CCDR or another CCDR. Urgent requests might warrant a special Secretary's Orders Book.

(b) An urgent RFF must include a detailed description of the emerging situation. The description includes the change in the enemy situation, environment, or friendly mission set dictating an urgent RFF. It also must include a risk impact assessment of not sourcing the capability, the mitigation steps taken to reduce risk, and the measures the CCDR has taken to source capability from assigned and allocated forces.

(c) Urgent RFFs require an urgent need justification endorsed by the CCDR.

(3) Immediate RFFs. Immediate RFFs have the highest precedence over other sourcing efforts (see reference (d)).

(a) During crisis, CCDRs may relay immediate requirements to the Joint Staff J-3 and the JFCs by the most expeditious means available. Requests should not be delayed to fill out every required detail in the RFF or the JCRM entry. However, CCDRs must forward the completed JCRM entries and RFF message as soon as practicable.

(b) Immediate RFFs must be accompanied by an endorsement stating that the CCDR places the highest priority on the force requirement and the operational mission is at high risk of failure without this capability by the requested start date. Immediate RFFs are not validated by the Joint Staff without compelling justification.

(c) Sourcing immediate RFFs take precedence over all other sourcing efforts. Immediate RFFs may be sourced with units already on orders to the requesting CCDR or another CCDR.

(d) The Joint Staff may seek SecWar approval of sourcing solutions for immediate RFF via verbal orders of the commanding officer (VOCO).

8. Emergent Joint Individual Augmentee Requirements. Emergent JIA requests must be based on SecWar or CCDR-directed mission changes (altering skills required) or additional missions (requiring changes in skills, distribution, or staffing).

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a. Headquarters Joint Manning Documents. Changes to existing JTF HQ or special mission JMDs may be requested semi-annually using both FMTS and an emergent JIA request message IAW references (a) and (i). Reference (i) details the JIA process.

b. Mission Changes. JIA changes resulting from JTF mission changes directed by an EXORD or PLANORD are submitted according to the external directives and are not curtailed by the twice-yearly scheduled submission.

c. Existing Headquarters. RFFs are not used to request JIAs for existing JTF HQ or special mission JMDs, although HQ unit capabilities must be documented on JMDs.

d. Augment Existing Headquarters. Requirements to augment existing JMDs between annual submissions are emergent JIA requests and submitted if additional mission capabilities are required by a JTF CDR and approved by the supported CCDR.

e. Joint Individual Augmentee Positions. For JIA positions, CCMDs submit an emergent JMD submission with an organizational message in AMHS to the Joint Staff J-1 and the Joint Staff J-35. An information copy is sent to the Military Departments. Supporting data by position is simultaneously forwarded via FMTS.

(1) All emergent JIA requests require justification and documented mission change.

(2) Only new, deleted, or significantly changed requirements that affect existing sourcing decisions can be reopened for sourcing during this staffing process. These sourcing affecting changes can include grade, skill, security clearance, tour lengths, and restrictive remarks.

9. Requirement for New Joint Task Force and New Joint Manning Documents. CCMDs submit new JTF HQ JMDs using the same process as emergent change requests. The Joint Staff J-1 validates JMD requirements in new JMDs against the validation criteria and presents the validated JIA requirements and minimum sourcing percentage to an OpsDepts or GFMB for approval, if required. Unsourced, validated, and prioritized JIA positions on the JMD are forwarded to the Joint Staff JFC to identify recommended JIA sourcing solutions.

a. Joint Manning Document. A JMD is a personnel document that captures joint HQ requirements for the mission. It is not a sourcing vehicle. Categories for sourcing include unit, GO/FO, coalition, contractor, and JIA.

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JIA sourcing is the last method for obtaining personnel, even when augmenting permanent organizations during high operational tempo (OPTEMPO). The optimal sourcing method for a JMD is a core unit around which to build the JTF HQ. RFFs are submitted for enabling units that provide capabilities not resident in the core unit. JIAs support the JTF HQ with skills not resident in the core unit or enabling units.

b. Headquarters Requirements Documented. The supported CCDR or JTF CDR documents HQ requirements on a JMD in FMTS, including those positions that are being filled with their assigned forces. The supported CCDR, after endorsement, forwards the JMD and desired report date for each new position to its Service component commands to fill. The Service component reports to the supported CCDR what personnel from its commands are scheduled to fill positions on the JMD.

(1) The supported CCDR's Service component commands assign individuals to the JMD according to their respective Service policies.

(2) Supported CCDRs submit requests for unfilled JMD positions for JIA sourcing to the Joint Staff J-35. Requests must include recommended prioritization (IAW references (f) and (q)), numeric ranking priority, and estimated duration. The position duration is entered in the JMD remarks.

(3) JIA Positions. AC, RC, and DoW-EC fill JIA positions.

(4) CCDRs must identify DoW-EC JIA requirements in FMTS.

(5) Individual Mobilization Augmentees. Individual Mobilization Augmentees (IMAs) either filling or activated to fill IMA positions at permanent joint commands are not considered JIAs. IMA positions are documented on a Joint Table of Mobilization Distribution within the manpower force, permanent party module of FMTS. These positions are sourced through the annual joint manpower validation, recruitment, and mobilization process specified in reference (z).

c. Unit Filled Positions. JMD positions coded as unit fills are documented for allocation in the JCRM requirements module and ordered in Annex A-C, F, or G. Supported CCDRs record the corresponding FTN in FMTS for the force requirement for each position designated as a unit fill.

d. Permanent or Training Positions. JIAs fill JTF HQ requirements and are not used to fill permanent manning shortfalls or to fill joint training or exercise positions. As such, JIAs do not deploy with equipment, and tactical level deployments are not appropriate for JIA sourcing.

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10. Requests for Assistance

a. Requests for Department of War Support. Other USG agencies and departments may submit RFAs seeking DoW support. RFAs are normally received by the DoW Executive Secretary, coordinated with the Joint Staff, affected CCDR, and JFCs and FPs, and approved by the SecWar or the SecWar's designee.

b. Affected Combatant Commander. The affected CCDR certifies and facilitates the RFA and detail the forces required to support the RFA as FTNs in JCRM. The FTNs in JCRM must reference the RFA.

c. Federal Emergency Management Agency Requirements. Emergent requirements from the Federal Emergency Management Agency are received by the supporting CCDR, normally Commander, U.S. Northern Command (CDRUSNORTHCOM) or Commander, U.S. Indo-Pacific Command. The supporting CCDR may approve the request if the SecWar has delegated the authority. If not, the CCDR endorses the request and forwards it to the Joint Staff for the Assistant Secretary of War for Homeland Defense and Hemispheric Affairs approval. The SecWar may withhold RFA approval authority. Once the RFA is approved, the supporting CCDR details the forces required to support the request as FTNs in JCRM as emergent requirements.

d. Recommendation. The recommended sourcing solution for each force request is determined as detailed in Enclosure E and, if approved by the SecWar, ordered in the appropriate GFMAP Annex IAW Enclosure F.

11. Amplifying Instructions

a. Force Allocation Supporting Operations Plan Implementation. CCDRs prepare plans for many potential military responses. Some plans require large force numbers to deploy in a short time, requiring a flexible and equally responsive allocation process. To support rapid execution CCDRs define force requirements for existing Service types of forces, at the unit level. This is done during planning so the FP community can quickly identify forces, with associated risk, for allocation decisions by the SecWar. This also facilitates preferred forces identification, contingency sourcing, and the deployment planning and execution process for the supported CCMD.

b. NATO Requirements. The NATO sourcing process differs from the U.S. GFM allocation process. NATO usually develops a combined joint statement of requirements (CJSOR) or force element list (FEL). The CJSOR or FEL identifies force and individual requirements and requests allied nations provide sourcing. If NATO publishes a requirement without an associated CJSOR or FEL, the

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supporting CCDR will support the development of the required U.S. force requirement and supporting CONOPS.

(1) The USNMR coordinates with the supported CCDR to translate NATO force requirements into the U.S. GFM allocation process. The USNMR or the CCDR submits annual and emergent requirements to the Joint Staff requesting allocation of forces to NATO. The CCDR and the USNMR must coordinate to avoid duplicating force requirements for forces supporting or executing NATO operations in a CCMD's AOR. Direct liaison is authorized (DIRLAUTH) between the USNMR and CCDRs to coordinate requirements and avoid duplication.

(2) The supported CCMD or the USNMR enters the requirements into JCRM or FMFS according to the following:

(a) Each FTN must reference the CJSOR or FEL line number in the "clarification notes" data field so the two force lists can be cross-referenced. For JIA requirements, the CJSOR line number is referenced in FMFS. Each requirement listed in the CJSOR or FEL for U.S. sourcing should reference the FTN or FMFS position number.

(b) The USNMR or the appropriate CCMD submits NATO force requirements, including response force requirements, in the annual submission or RFF and in JCRM.

(c) JFC's identify and recommend sourcing solutions for validated NATO force requirements and when approved ordered in the GFMFS annexes IAW Enclosures E, F, and G.

(d) For NATO PTDO requirements, the NATO plan or directive may substitute for the CONOPS.

(3) The Joint Staff J-35 generates and staffs a FORCEPREP message. The FORCEPREP message is the authority for USNMR to notify NATO of the U.S. forces applied to the requirement. The FORCEPREP message identifies FPs by CJSOR or FEL number. Joint Staff J-35 routes the FORCEPREP message for SecWar approval via the Secretary's Orders Book concurrently with the GFMFS annexes ordering the FPs to transfer forces.

(4) NATO develops a CE request for temporary HQ requirements during contingency operations. The appropriate CCDR and USNMR coordinate to translate the U.S. portion of the CE request in a JMD via FMFS and, thus, the U.S. GFM allocation process. The requirements in the CE are labeled with a NATO post number that are entered in FMFS such that the position number

can be cross-referenced with the NATO post number. JIAs are ordered in the GFMAP Annex D and included in a FORCEPREP message.

(5) For forces in support of NATO exercises (e.g., short-term exercise OPCON), the CCMD or Service enters the requirement in JTT (reference (ff)). The USNMR is the liaison between SHAPE and the CCMD or Service to facilitate this process.

c. Special Operations Forces Requirements. CCDRs must submit requirements for SOF, including TSC events, via JCRM. Requests for SOF must be submitted separate from non-SOF conventional force requirements to enable sourcing by USSOCOM.

(1) Security Cooperation. TSC events involving SOF are documented by a standalone TSC FTN. The FTN identifies the corresponding significant security cooperation initiative (SSCI). Identifying specific SSCIs enables USSOCOM to more efficiently plan, coordinate, synchronize, and source to priority efforts and activities against NDS objectives and CDRUSSOCOM's global responsibilities.

(a) CCMDs requesting SOF to execute security cooperation activities (e.g., chapter 16 of reference (w)) must submit an organizational message via AMHS to USSOCOM J3 120 days prior to activation for AC or 180 days prior to activation for RC. The message is necessary to confirm congressional notification is complete, and that funding and ammunition are available to execute prior to the deployment of forces. The message will verify, at a minimum:

1. Relevant security cooperation FTNs.
2. Funding and ammunition are available citing all section 333 of reference (w) building partner capacity case numbers and associated points of contact (POCs).
3. Proposed deployment dates.
4. Partner nation unit(s) and that human rights vetting (HRV) requirements are initiated.
5. Training subjects.
6. Chief of Mission approval.

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(b) Upon SecWar approval of the TSC event involving SOF, USSOCOM includes the TSC FTN in the theater campaign plan, "TCP" tab of GFMAP Annex B. Then USSOCOM publishes a deployment order authorizing forces to deploy.

(2) Joint Combined Exchange Training Activities. The allocation section of reference (a) specifies procedures for executing joint combined exchange training (JCET) activities. Enclosure I has requirements for entering data into FTNs for JCETs.

d. Mobility Requirements. USTRANSCOM employs assigned common-user assets to perform their strategic lift and air refueling missions in support of all CCMDs. Reference (a) specifies SecWar delegated authority for CCDRs and CDRUSELEMNORAD to transfer certain air mobility forces to other CCMDs. These authorities are detailed in Enclosure G paragraph 13. The annual GFMAP message contains additional details on the procedures to request mobility forces and support. To request the transfer, or allocation, of mobility forces CCDRs must submit theater mobility force requirements via JCRM as follows:

(1) Air refueling. CCMDs submit requirements USTRANSCOM assigned air refueling for less than 30 days via the Air Refueling/Tanker Management System (ARMS/TRMS). CCDRs submit an RFF for air refueling forces when the support from USTRANSCOM cannot accomplish the mission without C2 integration into the CCMD or the CCDR needs the capability transferred for longer than 30 days. USTRANSCOM reviews requirement to ensure the gaining CCDR has the C2 structure to exercise mission planning and execution of allocated forces.

(2) Aeromedical Evacuation Capabilities. Aeromedical evacuation refers to the USAF system providing time-sensitive, in transit care to regulated patients, to and between medical treatment facilities.

(3) Distinguished visitor airlift and communications.

(4) USTRANSCOM Mobility Enablers. USTRANSCOM maintains specific mobility enablers to support a range of military operations. These include Joint Task Force-Port Opening (JTF-PO) APOD and JTF-PO SPOD.

(a) JTF-PO APOD consists of mission-tailored elements from a USAF contingency response (CR) and a USA inland cargo transfer company (ICTC). It rapidly establishes, clears, and initially operates aerial ports of debarkation and forward distribution nodes. This facilitates port throughput

and establishes and maintains in-transit visibility in support of CCDR requirements.

(b) JTF-PO SPOD consists of a command element from theater-based regional transportation brigades or battalions (BNs), a ICTC, a Marine Transportation Specialist, and expeditionary port units. It rapidly establishes, clears, and initially operates SPODs and forward distribution nodes. This facilitates port throughput and establishes and maintains in-transit visibility in support of CCDR requirements.

(c) USAF CR forces conduct many missions including airbase assessment and initial airfield opening operations. The primary capabilities CR forces provide are C2, aerial port, and quick-turn maintenance. When required, CCDRs define the global mobility requirement and request support directly through USTRANSCOM's Global Operations Center (GOC).

(d) Requesting Mobility Enablers. USTRANSCOM normally supports CCMDs with assigned mobility enablers. CCDRs submit requests for support to USTRANSCOM's GOC for mobility enablers. Mobility enablers normally deploy in support to other CCMDs for no more than 60 days and remain OPCON to CDRUSTRANSCOM or USTRANSCOM Service component commanders. If the requirement is expected to exceed 60 days, CCDRs should also request sustainment forces to backfill USTRANSCOM mobility enablers by submitting an RFF. This process allows the originally tasked and deployed mobility enablers to reconstitute for follow-on global mobility tasking(s). Reference (k) contains additional guidance on requesting mobility enablers.

(e) Normally, requests for USTRANSCOM's mobility enablers do not include elements of the capability considered non-mobility. For example, ISR or medical capabilities that require airlift. These non-mobility requirements are identified under separate FTNs so they can be tasked to the appropriate JFC.

e. Cyberspace Requirements

(1) USCYBERCOM employs assigned forces to support other CCMDs from and in cyberspace as specified in references (a) and (ii).

(a) CDRUSCYBERCOM uses a general support model for offensive cyber support. It uses a DS model for defensive cyberspace operations. This enables enduring support to CCDRs, while flexibly executing C2 in support of operational and national strategic objectives.

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(b) Cyberspace force requirements should address any required dependencies, vulnerabilities, constraints, restrictions, and authorities for the requested forces.

(c) CDRUSCYBERCOM maintains cyberspace operations-integrated planning elements (CO-IPE) at each CCMD. CO-IPEs advise and assist CCMDs on the best methods for obtaining the required offensive and defensive cyberspace support from USCYBERCOM.

(2) The CFMA provides SecWar prioritization guidance to CDRUSCYBERCOM to employ assigned forces to conduct cyber operations to support the missions, plans, and CCMD priorities. Reference (ii) provides details of the cyberspace force mission alignment process (CFMAP).

(3) IAW reference (ii), CCMDs submit requests for defensive cyber in DS in the annual submission. They may also use a request for direct support (RFDS) message and submit an FTN in JCRM. The RFDS message uses the same RFF format specified in Enclosure I. However, the subject line is RFDS rather than RFF. When submitting FTNs for CPF in DS, CCMDs must enter "Request for Direct Support" as the first words in the "Capability Required" field in the JCRM FTN. RFDS staffing leverages the allocation staffing process with the following distinctions:

(a) Joint Staff J-39 and J-6 support Joint Staff J-35 with subject matter expertise on cyberspace requirements. Include Joint Staff J-39, J-6, and J-35 on all cyberspace RFFs, RFDSs, and related correspondence.

(b) USCYBERCOM, as the cyberspace operations JFC, provides recommended sourcing solutions for validated RFDS.

(c) Recommended sourcing solutions for RFDS are presented to the SecWar via the Secretary's Orders Book for approval.

(d) SecWar direction to USCYBERCOM to place forces in DS to specified CCMDs is included in the GFMAP Annex F. USCYBERCOM specifies the DS relationship for these forces in the "JCS Notes" in Annex F.

(4) IAW references (a) and (ii), in extenuating circumstances, CCMDs may request the allocation of cyberspace forces in the annual submission or an RFF. This is not the preferred method to obtain effects from or in cyberspace. The force request must provide a detailed rationale of why the force must be transferred and the CCDR must exercise C2 of the force vice obtaining general or direct support. CCDRs normally exercise TACON of allocated forces assigned to USCYBERCOM and USCYBERCOM maintains OPCON. The JCS

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notes in the GFMAP Annex F specify the C2 relationship the CDR assumes over allocated cyberspace forces.

f. Space Requirements. USSPACECOM normally provides support and effects from and in space to CCMDs using assigned and allocated forces vice transferring forces to CCMDs using the allocation process.

(1) CCMDs must coordinate all space operations support and force requests with the USSPACECOM joint integrated space teams directly supporting each CCMD.

(2) CCMDs should coordinate requests for U.S. Space Force forces and space operations support with their USSF Service component, if assigned.

(3) CCMDs submit all requests for space operations support from USSPACECOM to USSPACECOM J335 GFM support team at reference (ll).

(4) CCMDs may request to allocate non-integrated joint special technical operations space control electromagnetic warfare forces and capabilities if the mission cannot be satisfied by support from USSPACECOM in the annual submission or an RFF. The force request must provide and justify an operational need to transfer the force with a specified operational C2 relationship.

g. Intelligence Surveillance and Reconnaissance Capability Requirements. This is general guidance for ISR requirement development. Refer to the latest FY GFM PLANORD for more specific guidance on annual ISR requirement submission.

(1) Nature of ISR Requirements. Many force requirements consist of a unified force element, deployable as a single unit, such as a fighter squadron or BCT. ISR requirements generally consist of both deployable collection platforms and enablers such as ISR enablers, PED capabilities, language-specific operators or analysts, and satellite communications bandwidth. The deployed element and the enablers might not be co-located. ISR platforms often source multiple FTNs, either with multiple intelligence collection capabilities or by collecting in support of more than one operation. Sourcing of additional FTNs is captured in line one of those FTNs.

(2) JCRM. CCMDs must submit ISR requirements via JCRM for both conventional and SOF ISR nomenclatures. A specific operation may have both conventional and SOF ISR requirements for similar ISR capabilities (e.g., full motion video (FMV) or communications intelligence (COMINT)). A specific operation may also have more than one FTN against an ISR nomenclature. For

example, an electro-optical (EO) collection capability ISR imagery intelligence (IMINT) FTN supporting an operation and another ISR-IMINT FTN supporting the same operation but requiring a light detection and ranging (LIDAR) capability.

(a) Operation. CCMDs must submit an FTN in JCRM for each unique collection capability required for a SecWar named operation or line of effort.

(b) Named Operations. The operation field in JCRM for each ISR FTN must contain only one named operation, authorized mission, or line of effort. Reference (j) and the annual GFM PLANORD provide additional policy. ISR capabilities that support multiple operations or lines of effort are ordered against a primary FTN, with sourcing of additional operations or capabilities accounted for in line one of the additional FTNs.

(c) Capability. CDRs must account for specific PED reporting criteria, the associated risk if not sourced, sensor-specific PED, and product requirements. These include EO, synthetic aperture radar (SAR), wide area motion imagery (WAMI), hyper-spectral imagery (HSI), multispectral imagery (MSI), advanced geospatial imagery, and FMV. CCMDs must also identify specific languages by percentage of expected usage and specific mission areas—such as air and air defense, ground operations, and naval operations—in the JCRM capabilities text field.

(3) ISR CONOPS. Each CCDR must submit an annual ISR collection CONOPS organized by GCP, authorized mission, named operation, or other category. CCMD CONOPS should be coordinated with the CCMD J2 and J3. Reference (j) amplifies requirements for ISR CONOPS. Joint Staff J-32 provides a CONOPS template for each FY.

(4) Processing, Exploitation, and Dissemination. Global reachback ISR PED is a finite resource. ISR requirements must contain a clear statement of the PED required for the collection capability to enable accurate sourcing. For the collection CONOPS submission, CCDRs must account for specific PED reporting criteria.

(5) ISR Signals Intelligence Nomenclatures. Joint Staff J-35 uses the ISR-signals intelligence (SIGINT) nomenclature for IRF, IRF-enablers, and CRF FTNs. The ISR-SIGINT nomenclature is measured as capability or presence. CCDR operational requirements need greater specificity and use the following nomenclatures:

(a) ISR-Communications Intelligence. Technical information and intelligence derived from foreign communications measured in collection hours

per month. Requirements descriptions must include breakouts of each type of COMINT capability to aid with accurate accounting of demand, and allocation of demand (e.g., number of hours per month, number of hours per month for various radio bands, and number of hours per month for various network architectures).

(b) ISR-Electronics Intelligence. Technical information and intelligence derived from foreign electronic emissions by other than intended recipients measured in collection hours per month.

(c) ISR-Aerial Precision Geo-Location. Locational data from consequential SIGINT measured in collection hours per month.

(d) Identifying SIGINT PED Requirements. CCDRs must account for specific PED reporting phases (phases 1 to 3), the associated risk if not sourced, sensor-specific PED and product requirements and identify specific languages by percentage of expected usage. They identify specific mission areas—such as air and air defense, ground operations, and naval operations—in the JCRM capabilities text field.

(6) ISR Geospatial Intelligence Nomenclatures

(a) ISR-Moving Target Indicator. Ground or maritime, mounted or dismounted, is measured in collection hours per month.

(b) ISR-Imagery Intelligence. Synthetic aperture radar, EO, infrared (IR), wet film, MSI, HSI, coherent change detection (CCD), two-color multi-view, LIDAR, measured in collection hours per month. Requirements descriptions must include breakouts of each type of IMINT capability to aid with accurate accounting of demand (e.g., number of hours per month, number of hours per month EO and IR, and 800 hours per month CCD).

(c) ISR-Full-Motion Video. A geospatial intelligence subset. EO, IR, wide area airborne surveillance video measured in collection hours per month.

(d) Identifying Geospatial Intelligence PED Requirements. CCDRs must account for specific PED reporting criteria phases (phases 1 to 3), the associated risk if not sourced, and sensor specific PED or product requirements. These include EO, SAR, WAMI, HSI, MSI, advanced geospatial imagery, and FMV, entered in the JCRM capabilities text field.

(7) ISR-Airborne Maritime Surveillance, Patrol Surface, and Subsurface. A multi-intelligence surface, subsurface littoral, or deep-water surveillance capability measured in collection hours per month.

(8) ISR–Low Observable. Multi-intelligence capability designed for specialized and potentially intrusive operations measured in systems.

(9) ISR–Naval Oceanographic Survey Ship. A maritime surveillance capability measured in systems.

(10) ISR–Fixed Point Surveillance. A multi-intelligence fixed or tethered wide area surveillance capability measured in systems.

h. Missile Defense Requirements

(1) All MD requirements must:

(a) Describe exit criteria, to include applicable political agreements with the host nation (HN) and HN approval.

(b) Describe the threat this capability is defending against (e.g., short-range ballistic missile, medium-range ballistic missile, or intermediate-range ballistic missile).

(c) Describe A&P capabilities that mitigate the size and type of MD capability deployed and identify limitations to interoperability.

(d) Describe whether this request is in addition to another MD capability for the same protected asset (e.g., layered defense). If so, describe what other capabilities are providing asset defense.

(2) The Joint Staff J-36 supports the J-35 with MD subject matter expertise. Include Joint Staff J-36 and J-35 on all MD RFFs and related correspondence for SecWar approval.

(3) Standard Missile-3. The SecWar manages SM-3s using the GFM allocation process. The Secretary of the Navy has designated Commander, USFFC as the SM-3 inventory manager for USN ballistic missile defense (BMD). Commander, USFFC selects storage locations for sustainment missiles to optimize allocation, and schedules missile loads for USN BMD-capable ships.

(4) Patriot and Terminal High Altitude Area Defense. Department of the Army manages Patriot or Terminal High Altitude Area Defense (THAAD) interceptor allocations IAW operational requirements. Patriot and THAAD weapons systems require specific political and military conditions prior to deployment. Failure to set these conditions before the Patriot or THAAD system arrives hinders the ability to emplace, employ, and integrate these capabilities into regional MD architecture. The CONOPS for new MD-specific

requirements must include the following, in addition to the minimum requirements listed in reference (a) (CONOPS for requirements):

(a) Plan and timeline to gain HN approval to receive, emplace, and employ Patriot or THAAD systems. Patriot or THAAD systems will normally be allocated with HN approval.

(b) Site selection and ability to accommodate specific emplacement requirements, system capabilities, and safety restrictions. Recommended site locations are dependent on host nation coordination or approval and site surveys.

(5) Army Navy Transportable Radar Surveillance. Army Navy Transportable Radar Surveillance (AN/TPY-2) sensors may be used in forward-based mode (FBM) missions as early warning and cueing assets as part of the ballistic missile defense system or coupled with a THAAD. Due to differences in mission, manning, technical software, and readiness impacts, decoupling AN/TPY-2 radars from THAAD batteries to fulfill FBM missions should be avoided. AN/TPY-2 radars configured for THAAD and FBM missions are not interchangeable.

(6) Aegis Ballistic Missile Defense. BMD-capable ships are multi-mission platforms, including BMD. At times, these missions are mutually exclusive, and the priorities are determined by the CCDR for which it is assigned or allocated. These ships are sourced as multi-mission platforms fulfilling CCDR presence requirements.

i. Language, Regional Expertise, and Cultural Capability. Refer to reference (mm) for skill sets that include language, regional expertise, and cultural capability (LREC).

j. Contractors, Other U.S. Departments and Agencies, Coalition, and Nongovernment Organizations. CCDR plans include contractors, non-DoW agencies, A&P forces, and nongovernmental organizations (NGOs). Therefore, they are not included in GFM allocation process. The SecWar does not order these resources to deploy and thus does not establish a civilian to military C2 relationship to them. This does not preclude CCMDs from leveraging these resources that lie outside the DoW chain of command. The USCG is an exception, as it is an FP as described in Enclosure A.

(1) CCMDs do not enter requirements for contractors, A&P forces, and NGOs into JCRM for allocation.

(2) CCDRs do not request contract support via the allocation process to validate the need for additional funds.

(3) At times, other U.S. departments and agencies agree to provide a capability requested by a CCDR. An agreement with another U.S. department or agency is captured in the GFMAP to respond to the CCDR's request and to inform the JPEC of the sourcing.

(4) CCDR Service components let contracts for necessary contract support. These contracts are not included in the GFMAP. There might be times when a Service can provide a contract solution to a force request. The Service may nominate the contracted sourcing solution and a JFC may recommend the contracted sourcing solution to be included in the GFMAP.

(5) DoW's ISR capacity resides in either government- or contractor-owned capabilities. Contractors may operate both. CCDRs must submit their ISR requirements IAW paragraph 11.g. Government-owned capabilities can be distributed globally at the direction of the SecWar with the allocation process. Contractor-owned ISR is not allocated but is tracked via line one of ISR FTNs in the GFMAP.

k. Theater Security Cooperation. Security cooperation includes all DoW program activity, or interactions with foreign security establishments to build and develop allied and friendly security capabilities for self-defense and multinational operations and provide U.S. forces with peacetime and contingency operation access to allied and partner nations. This also includes building relationships that promote specific U.S. security interests and DoW-administered security assistance programs. TSC are multinational events supporting campaign plan objectives, many of which are authorized IAW chapter 16 of reference (w). CCDRs may submit TSC force requirements in the Annual Submission when there is a reasonable expectation that the TSC event might be executed, and the forces are required for the event. However, the normal timeline for TSC planning does not typically support the Annual Submission timeline. As TSC planning progresses after the Annual Submission, CCDRs submit RFFs. Non-urgent RFFs submitted inside the timelines specified in this enclosure might limit sourcing options.

(1) Some security cooperation activities conducted pursuant to chapter 16 of reference (w) may have pre-execution requirements, including Secretary of State (SecState) concurrence, HRV, and congressional notification. Additionally, many of these requirements have extended lead times. The CCDR is responsible for ensuring these requirements are met prior to executing security cooperation activities. While these requirements may be met and communicated outside the allocation process, during Joint Staff validation the

CCDR will report the status of meeting these requirements. This is required to enable the Joint Staff to assess whether the CCDR has the authority to conduct the TSC activity, which is required for Joint Staff validation.

(2) All operational force requests for TSC events except for joint exercises must be registered in JCRM to document the demand for forces. Joint exercise related force requests for TSC events are entered into JTT (reference (ff)). TSC events include training, SME exchanges, military-to-military engagements, and those engagement activities conducted with allies and partners as part of an exercise.

(3) All SOF JCET events are submitted IAW reference (a).

(4) JIAs do not fill joint training, exercise, or TSC positions.

1. Counter Drug and Countering Transnational Organized Crime.

References (mm) and (nn) provide approval processes and authorities for DoW support to counterdrug (CD) and counter transnational organized crime (CTOC) activities. Due to unique requirements for CD and CTOC support, the approval processes for both annual and emergent requirements differ from other operations and TSC events. DoW title 10 forces' support for CD and CTOC support missions is primarily obtained on a volunteer and as available basis.

(1) CCMDs submit an FTN in JCRM for each approved CD or CTOC activity. The JFC includes the FTN for the approved activities in the GFMAP Annex A for force visibility and SecWar notification in the Secretary's Orders Book.

(2) CCMDs enter force requirements, by FTN, in JCRM for assigned force demand to conduct approved CD and CTOC activities.

(3) CCMDs may request forces using the annual or emergent allocation process to conduct approved CD and CTOC activities. This may include sponsoring approved RFAs from other USG departments and agencies by submitting an RFF referencing the applicable approved CD or CTOC activity.

(4) Forces supporting law enforcement agency (LEA) missions are provided TACON for mission support and force protection. CD or CTOC LEA support missions may require additional approval according to reference (nn). Reference (nn) provides information on SecWar-delegated authorities and missions requiring USW(P) approval. For those missions requiring USW(P) approval, requests are forwarded to the Joint Staff J-3 at least 45 days prior to execution date. LEA support missions do not require further SecWar approval. To reflect an LEA support demand signal, these operational force requirements

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are registered in JCRM. Therefore, they are assigned an FTN for inclusion in a GFMAP annex or subsequent GFMAP MOD, IAW the following process:

(a) Following coordination with and identification of a volunteer unit, CCDRs transmit a "Request for DoW Support" AMHS message to the Joint Staff J-35 to confirm supportability. The support request message is IAW reference (nn).

(b) Joint Staff J-35 confirms feasibility of support (FOS) with the FP and Military Department.

(c) Once FOS is confirmed, Joint Staff J-35 transmits an AMHS message to requesting CCDR confirming or denying mission supportability.

(d) If confirmed supportable, the CCDR registers the mission in JCRM as a new force requirement, creates an identifying FTN, and submits a "Submission of JCRM Record for CD/CTOC Mission" message to the Joint Staff J-35 for validation.

(e) The Joint Staff J-35 validates the requirement, and the JFC assigns the requirement to the appropriate CCMD JFC. The JFCs export data from JCRM to create a line in a GFMAP annex reflecting the CD and CTOC support mission for inclusion in the next Secretary's Orders Book CJCS Notification Tab, as applicable. The JFC coordinates all necessary actions in JCRM to ensure entry in the appropriate GFMAP Annex MOD. The sourcing solution for the force requirement is included in a GFMAP Annex MOD to reflect a demand signal and execution data for operational support to domestic LEA CD and CTOC missions.

(5) CCMDs must submit an HRV message with force requests for foreign CD or CTOC activities that involve foreign forces. Additional requirements according to reference (nn) are listed as follows:

(a) A statement confirming Department of State possesses no credible information of any gross violations of human rights by the personnel or unit receiving the CD or CTOC support within 1-year of the proposed activity start date.

(b) The status of approval of the deployment by the foreign government, the U.S. Chief of Mission, and the appropriate unit commander. Include the name and position of the foreign nation official granting approval.

(c) Applicable rules of engagement or rules for the use of force, as well as limitations on participation by DoW personnel in law enforcement

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activities, CD or CTOC field operations, and any activity in which hostilities may be imminent (as appropriate).

m. Assigned Forces. CCDRs attempt to source requirements with assigned forces when submitting requests in the annual submission or emergent requests with an RFF or JMD emergent requests.

(1) CCDRs document demand on their assigned forces (i.e., how their assigned forces are employed) in JCRM or FMST and assign each requirement an FTN or FMST position number.

(2) Unless specifically authorized by the SecWar, CCDRs do not request staffing for CCMD HQs, sub-unified command HQs, or assigned Service component HQs with an RFF or JIA. Service component HQs are assigned forces manned by Military Departments. Joint headquarters, including CCMDs, sub-unified commands have permanent party manning via the joint personnel process specified in reference (z).

n. Pre-Coordination. CCDRs may coordinate sourcing with JFCs, FPs, Service components, and other specialized functional organizations prior to submitting force or JIA requests. Pre-coordination at the appropriate HQ level might reduce the staffing time necessary for JFCs to identify sourcing recommendations. It does not replace the formal staffing process detailed in Enclosure E. CCDRs include any pre-coordination and recommended sourcing solutions, including POCs, in the request.

(1) CCMDs may coordinate with FPs to develop pre-coordinated sourcing solutions for DoW-EC requirements prior to submitting the requirement to the Joint Staff for validation. The Joint Staff JFC confirms FP concurrence to source validated pre-coordinated DoW-EC requirements with the specified FP during the staffing process. If FP concurrence cannot be confirmed, the Joint Staff JFC returns pre-coordinated DoW-EC requirements to the requesting CCMD. The CCMD may seek to obtain concurrence and resubmit, resubmit without the pre-coordinated sourcing solution, or rescind the requirement.

(2) Pre-coordination does not relieve the Joint Staff JFC of the responsibility to provide globally integrated, prioritized, risk-informed sourcing recommendations to the SecWar, via the CJCS, to employ the DoW-EC Force Pool capacity most effectively and efficiently.

o. Immediate Response Forces. The Joint Staff J-35 submits the IRF PTDO requirements from the DRT and the IRF-enabling force requirements specified

in reference (k) in JCRM. Reference (k) provides additional guidance on requesting IRF capabilities.

p. Contingency Response Forces. The Joint Staff J-35 submits CRF PTDO requirements from the DRT in JCRM.

q. DoW-EC Requirements. CCMDs submit DoW-EC requirements as JIA positions or in a force request, which are typically nonstandard requirements. IAW reference (kk), CCMD DoW-EC requirements may also include a pre-coordinated FP solution or identify a requirement as nominative.

(1) CCMD DoW-EC requests identify the series and grade required for each position.

(a) Submit DoW-EC JIA requirements in FMTS. Procedures for submission are IAW paragraph 8 and references (aa) and (kk).

(b) DoW-EC requirements in force requests are submitted in JCRM.

(2) Nominative DoW-EC Requirements. Specialized DoW-EC positions, such as Ministry of Defense Advisor, require CCMD screening and may be requested as nominative. Nominative positions require significant time to develop and coordinate. CCDRs should limit these position numbers.

(a) CCMDs coordinate nominative DoW-EC requirements with civilian FPs, and the appropriate theater leadership. The CCMD solicits nominations from applicable FPs; reviews submissions to ensure appropriate occupational series, grade, and experience; and forwards recommendations to the appropriate theater commander for selection.

(b) Upon selection, the CCMD coordinates with the appropriate FP POC and informs the JFC of the sourcing solution. It is then reviewed, staffed, ordered by the SecWar, and included in the GFMAP.

12. Service Authority

a. Exercise Force Requirements. CCMDs submit force requirements for forces participating in exercises according to procedures in references (ee) and (ff).

(1) Authorities. The primary purpose of an exercise is to train and improve readiness for operational effectiveness. An exercise may also support a CCDR's joint exercise program or to further campaign plan objectives. Military Department Secretaries source force requirements and deploy forces

for exercises under sections 7013, 8013, and 9013 of reference (w) authorities to train forces. USSOCOM and USCYBERCOM have authority to deploy forces to participate in exercises under their joint force trainer responsibilities specified in reference (e) and sections 167 and 167b of reference (w), respectively. Forces for exercises are normally sourced and deployed by the Military Departments or joint force trainers and do not require a SecWar decision to allocate forces IAW reference (a).

(2) Exercise Force Sourcing. Direction to source exercise force requirements identified in JTT are not included in the GFMAP, GFMAP annexes, or GFMAP annex schedules because they are not allocated by the SecWar. The Joint Staff does not validate CCDR exercise force requirements, IAW the SecWar-directed Joint Staff validation criteria in the allocation section of reference (a). However, to understand impacts of sourcing exercise force demand on the joint force, it is vital to capture exercise force demand accurately in JTT according to references (ee) and (ff).

(3) Naval Forces. Due to the constraints of the maintenance and deployment cycle of naval forces, requests for naval forces to participate in exercises are normally sourced from forces already assigned or allocated to the supported CCDR.

b. Munitions. The Joint Material Priority Board provides recommendations for the distribution of materials, including munitions, to the CCMDs IAW reference (oo). Specific high demand preferred munitions require the SecWar to approve the distribution among CCMDs and are thus included in the allocation process and ordered in the GFMAP.

(1) CCDRs submit USN SM-3 and TLAM requirements with JCRM as they are sourced in the allocation process and ordered in the GFMAP.

(2) Other munitions may be included in the allocation process if it becomes necessary for the SecWar to direct the distribution of those resources among the competing CCDR requirements.

c. Joint Urgent Operational Needs. Requests for equipment only are not captured as part of the global demand for U.S. forces and are not accepted or sourced through the allocation process. CCDRs submit equipment-only requests through the Joint Urgent Operational Needs process. It is detailed in Enclosure D of reference (pp). CCDR Service component through Service channels can also facilitate this.

d. Service Augmentation. Service augmentation supports Service requirements explained in reference (w). Service augmentation does not

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establish a command relationship and authority nor authority to transfer a force or individual. Short-duration Service augmentation provides temporary support or training for theater U.S. forces through temporary duty (TDY) orders. TDY orders do not provide enduring support. CCDR Service component HQs submit requests for Service augmentation via the Service channels.

(1) Parent Service-to-Service component support for a Service formation deployed under a SecWar-approved order is provided through Service augmentation. Service augmentations are typically short duration or non-permanent deployments that do not require a SecWar order. These deployments can be deployed under TDY orders, such as a flyaway repair team, according to Service TDY regulations. If Service augmentation is required on a long-term or enduring basis and is not covered in a submitted CCDR FTN or JMD, the supported CCDR coordinates within Service processes to resolve staffing or capability shortages.

(2) TDY should be used by the Services when augmenting or providing a Service-specific capability to a CCDR Service component. Service components process TDY requests through Service channels.

e. Other Types of Requests. Military Department or Service augmentation, interagency, A&P forces, contractors, and NGOs are not captured as part of the global demand on the U.S. military and are not requested via the allocation process.

ENCLOSURE D

JOINT STAFF REQUIREMENTS VALIDATION

1. Joint Staff Requirement Validation. This enclosure details the process for the Joint Staff J-3 and Joint Staff J-1 to validate force and JIA requirements, respectively, based on SecWar-approved criteria.

a. Forces. The Joint Staff J-35 evaluates submitted force requirements against the Joint Staff validation criteria specified in the allocation section of reference (a) and as noted in this enclosure. The current GFM PLANORD (reference (c)) may specify additional SecWar-approved validation criteria. Based upon this evaluation, Joint Staff J-35 validates the requirement or returns the request to the CCDR for modification or cancellation.

(1) The Joint Staff J-35 validates force requirements, including those with embedded DoW-EC requirements.

(2) The Joint Staff J-35 may solicit subject matter expertise and advice from the JFCs, J-Dirs, and Joint Staff J-3 deputy directorates. The JFCs, J-Dirs, and Joint Staff J-3 deputy directorates may also offer recommendations, without solicitation from the Joint Staff J-35, on whether force requirements meet the SecWar validation criteria.

(3) The Joint Staff J-1 supports the Joint Staff J-35 in validating DoW-EC requirements that are embedded in force requirements. The Joint Staff J-1 informs the Joint Staff J-35 if the DoW-EC requirements stated in nonstandard force requirements are consistent with current policy and guidelines for position classification.

b. Joint Individual Augmentees. The OpsDepts or the GFMB validate new JTF HQs JMDs. The OpsDepts—or the GFMB, which validates a JMD—assigns a priority and an acceptable minimum staffing percentage (reference (i)). This also applies when an existing JMD's requirements significantly increase.

(1) The Joint Staff J-1 reviews JIA requirements of validated JMDs against the same validation criteria in references (a) and (i). It validates JIAs that meet the criteria. The Joint Staff J-1 reviews urgent and immediate JIA requests as quickly as possible. The Joint Staff J-1 may solicit subject matter expertise and advice from the JFCs, and other J-Dirs. They may offer recommendations on whether JIA requirements meet the SecWar validation criteria.

(2) Upon receipt of a JMD request message, the Joint Staff J-1 coordinates with the Joint Staff J-3 to determine if a unit or units can or cannot provide the requested capabilities.

(3) The Joint Staff J-1 validates JIA requirements for DoW-EC grade, skill code, mission, and tasks are consistent with position classification policy and guidelines.

(4) The CJCS, through the Joint Staff GO/FO Matters Office, approves sourcing of GO/FO requirements in JMDs.

2. Joint Staff Validation Criteria

a. Administratively Correct. Each force requirement includes all required information and data elements detailed in Enclosure C and Enclosure I and is administratively correct. JIA requirements include all required elements detailed in reference (i) and is administratively correct.

b. Sufficient Justification. Each requirement provides sufficient justification that the requested capability is not already allocated or assigned in sufficient quantity.

(1) CCMDs must explain what assigned and currently allocated forces they already have, how those forces are being employed, and why those forces cannot perform the mission in each request for forces.

(2) For nonstandard force requirements, CCMDs must explain what individuals, by rank and specialty, the CCMD already has in assigned and currently allocated forces, how those individuals are being employed, and why those individuals cannot perform the mission in each force request.

c. Legal and Policy Review. The request passes required legal or policy review.

(1) Legal review consists of verifying the CCDR has legal authority to conduct the mission and tasks for which forces are being requested to execute. This includes:

(a) CCDR is performing tasks and mission(s) assigned to them by the SecWar or higher authority.

(b) The CCDR has legal and fiscal authorities to conduct the tasks and missions for which forces were requested.

(c) The purpose for which the request for forces or capabilities is made is consistent with domestic and international law, policy and regulations, applicable agreements, or other governing orders and documents, including this manual.

(d) CCMDs should consult with and obtain the advice of their staff judge advocate on all aspects of operational planning and execution, including legal sufficiency reviews of force and JIA requests as explained in reference (fff).

(e) To facilitate timely legal review, CCMDs must include the POC conducting the CCMD legal sufficiency review in the Annual Submission message and all RFFs.

(2) Policy review includes verifying alignment of the request with strategic guidance—particularly references (f) and (g) and with SecWar decisions, priorities, and feedback. Where applicable, policy reviews address, among other issues, interagency concerns, political sensitivities, matters involving foreign governments, and agreements with foreign governments.

d. Appropriate Process. A force or JIA request for allocation, either in an emergent RFF or in the annual submission, is the appropriate method for the request.

(1) The requirement is for U.S. forces and capabilities not associated with exercises.

(a) Services provide forces to participate in joint exercises consistent with the Military Department Secretaries' authority to train IAW sections 7013, 8013, and 9013 of reference (w).

(b) Joint exercises serve a multitude of purposes, including joint training, joint concept validation, and doctrine validation to prepare forces to execute operations. Joint training includes mission rehearsals of individuals, units, and staffs, using joint doctrine and tactics, techniques, and procedures. These are done to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute their assigned or anticipated missions. Exercises may be included in campaign plans and the exercise sourcing process is a viable option to source campaigning requirements.

(c) Joint training and exercises ensure Joint Force readiness to maintain warfighting advantage. Multiple levels of joint training and exercises simulate wartime operations by exercising National, CJCS, and CCMD strategy,

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plans, and guidance. The exercise force sourcing process is specified in references (ee) and (ff).

(2) The requirement is not for individual augmentation of joint, component, Military Department, or Service headquarters.

(a) Nonstandard requirements and the number of individual billet requirements should be minimized to reduce the impact to Services' budget, personnel, readiness, and modernization.

(b) Individual requirements provide SMEs, which enhance ordered capabilities.

(c) DoW-EC requests leverage-programmed civilians who deploy as part of a structured program or a Service or CSA force or capability. CCMD HQs are permanent joint HQs manned using the joint manpower process IAW reference (z).

(d) Service Component HQs are forces organized, trained, and equipped by the Services.

(3) An RFF is not an equipment-only request.

(a) IAW sections 7013, 8013, and 9013 of reference (w), Military Department Secretaries are responsible for equipping forces. CCMD requests for equipment should be submitted via the Services.

(b) The CCMDs may submit requests for joint urgent operational needs statement processed by the CCDR Service component through the Military Department or through Service channels. The process for joint urgent operational needs is detailed in reference (pp).

(c) The Joint Material Priority Board provides recommendations for the distribution of materials, including munitions, to CCMDs IAW reference (oo)).

1. However, there are specific high-demand preferred munitions that require the SecWar to direct the distribution among the CCDRs and are thus included as part of the allocation process. These include U.S. Navy SM-3 and TLAM.

2. The SecWar may direct other munitions to be included in the allocation process.

e. Authorities and Funding. SecWar-approved authorities and funding sources support the request (e.g., the CCMD has a valid SecWar-approved mission, and an appropriate fiscal authority has been identified to fund the request).

(1) The Joint Staff does not validate allocation requests in support of planning for SecWar-directed contingency or campaign plans that require long-term programmatic decision-making.

(2) The Joint Staff does not validate allocation requests to contingency source capability requirements in contingency or campaign plans that are not ordered to be executed.

(3) Some security cooperation activities conducted pursuant to chapter 16 of reference (w) may have pre-execution requirements that may have extended lead times. These requirements may include, among others, SecState concurrence, HRV, and congressional notification. The CCDR coordinates requisite authority and approval to execute security cooperation activities. During Joint Staff validation, the CCDR will report the status of meeting these requirements. Authority to conduct the security cooperation activity is necessary for Joint Staff validation of force requests for security cooperation activities.

(4) The applicable Joint Staff J-35 regional joint operations division verifies the requesting CCMD authority to execute the mission for which forces are being requested prior to validating force requests.

f. Not Previously Decided. The specific request has not been previously decided.

(1) The CCMD may request review of a previous SecWar sourcing decision via request for reconsideration message that clearly articulate what has changed in the operational environment, to include mission, friendly or enemy situation since SecWar decision.

(2) Joint Staff J-35 reviews the request for reconsiderations and renders a decision to re-look sourcing or deny the request.

(3) Enclosure H details the request for reconsideration process.

g. Prepare to Deploy Orders Validation. A PTDO is an order to prepare a unit to deploy on a specified timeline. A CCDR may order assigned forces to be prepared to deploy to meet the CCDR's missions or operations. The SecWar approves PTDOs that direct an FP to have a force prepared to deploy to another

CCMD or to fill IRF, IRF-enablers, or CRF requirements. A SecWar-directed PTDO directs the FP to prepare a unit to deploy in a specific timeframe upon receipt of a DEPORD. The PTDO identifies the approval authority to execute the PTDO, which is normally the SecWar or CDR. It provides activation direction, which includes notifying higher HQ and may direct a planning relationship with the gaining CDR. Unless specifically directed by the SecWar, requests for a force to be placed on a PTDO must also meet the following criteria:

(1) Unless specifically SecWar directed, there is justification for a response time of less than or equal to 14 days. Required response times greater than 14 days are within the emergent process response time.

(2) It does not request forces for state, territory, or District of Columbia missions under reference (ggg).

(3) Unless specifically SecWar-directed, it does not request non-standard capabilities.

(4) Unless specifically SecWar-directed, it is not duplicative of IRF or IRF-enabling forces capabilities or missions.

h. Joint Staff Validation of Department of War-Expeditionary Civilian Requirements

(1) The Joint Staff J-1 validates DoW-EC requirements in JMDs, and confirms the grade, skill code, mission, and tasks are consistent with current policy guidelines for position classification.

(2) The Joint Staff J-3 validates force requirements, including those with embedded requirements for DoW-EC. The Joint Staff J-1 informs the Joint Staff J-3 if the DoW-EC requirements stated in non-standard force requirements are consistent with current policy guidelines for position classification.

3. Annual Submission Validation

a. Planner Workshops. Both Joint Staff J-35 and Joint Staff J-1 host GFMB 2 planner workshops to review the annual submissions with representatives from the Services, SFPs, JFCs, Service components, and CCMDs.

b. Requirements Review. The Joint Staff J-35 reviews all force requirements and the Joint Staff J-1 reviews JIA requirements in the Annual Submission. They ensure they meet the validation criteria.

c. Annual Submission Briefing. CCDRs brief their Annual Submission at GFMB 2. The GFMB recommends submission validation and provides amplifying sourcing guidance.

d. Validation Criteria Compliance. Joint Staff J-35 reviews both new and rotational force requests, by FTN, in the Annual Submission. This is to ensure compliance with the validation criteria.

4. Emergent Validation

a. Differences from Annual Submission. Emergent validation works the same as annual validation except there are no workshops or GFMBs.

b. Expedience. The Joint Staff J-35 and the Joint Staff J-1 validate all emergent force requirements in RFFs and emergent JIA JMD requests as quickly as possible. Generally, validation takes place within 7 days of receiving the required information. Joint Staff validation of urgent and immediate RFFs may be expedited.

5. Denied Validations

a. Not Validated. If the Joint Staff does not validate a force request, the Joint Staff notifies the requesting CCMD specifying the reason and providing a GO/FO point of contact. The notification includes a reference to relevant SecWar guidance and the noncompliant specifics.

b. Incomplete Requirement. If a force requirement is deemed incomplete or inaccurate, the Joint Staff J-35 notifies the CCMD. The CCMD submits corrections using change requests as described in Enclosure H. If the corrected force request meets the validation criteria, the Joint Staff J-35 accepts changes in JCRM when the force request is validated.

c. Validation Appeal. If the requesting CCDR does not accept the reason provided, the requesting CCDR may appeal via the Joint Staff chain of command to the CJCS. Validation nonconcurs that cannot be resolved by the CJCS are presented to the SecWar for decision.

d. Requirement Status Change. Joint Staff J-35 changes the JCRM status of force requests that are not validated to "NOT VALIDATED."

6. Actions Following Joint Staff Requirement Validation

a. Assign Joint Priority. The Joint Staff J-35 reviews the CCDR's Recommended Joint Priority and assigns a Joint Priority to the force request in JCRM. Joint Priority Codes refer to the latest GCF. IAW references (n), (o), and (bbb), the GCF is a SecWar-approved, comprehensive list of all IMOs from the five GCPs. The IMOs are prioritized by guidance in references (f) and (g).

b. Enter Sourcing Guidance. The Joint Staff J-35 enters sourcing guidance in JCRM, as necessary.

c. Forward to Joint Force Coordinator. Staff J-35 forwards validated force requirements in JCRM to the appropriate JFC.

(1) The Joint Staff JFC assigns each validated requirement to the appropriate JFC in JCRM, thus tasking them to develop a sourcing recommendation IAW Enclosure E.

(a) Conventional force and JIA requirements are assigned to the Joint Staff JFC.

(b) SOF requirements are assigned to USSOCOM.

(c) Mobility force requirements are assigned to USTRANSCOM.

(d) Cyberspace force requirements are assigned to USCYBERCOM.

(2) After validation, the tasked JFC confirms FP concurrence in pre-coordinated DoW-EC sourcing solutions. If the FP nonconcurs, the requirement is returned to the CCMD to readdress pre-coordination or resubmit without an annotated pre-coordinated sourcing solution.

ENCLOSURE E

GENERATING JOINT RECOMMENDED SOURCING SOLUTIONS

1. Overview. This enclosure details the procedures for generating recommended sourcing solutions to Joint Staff validated requirements. Joint Staff J-35 assigns validated annual and emergent force requests, by FTN, to the applicable JFC, via JCRM. The JFCs, in turn, requests sourcing solutions, called FP Nominations, from FPs. The Joint Staff JFC normally requests sourcing solutions from the Service HQ and their designated SFPs. CCMD JFCs develop sourcing solutions with their assigned Service components. The tasked FPs provide sourcing nominations with associated risks to the JFCs. Informed by the FP nominations, the JFCs develop sourcing recommendations while balancing SecWar priorities and risks. Risk assessments must be submitted in the format specified in Enclosure F. The Joint Staff JFC consolidates CCMD JFC sourcing recommendations; staffs the recommendations with all Services, CCMDs, and affected DoW Agencies; then submits the staffed GFMAP annexes containing sourcing recommendations for SecWar approval via the Secretary's Orders Book.

a. Force Sourcing. Force sourcing covers a range of sourcing methodologies providing CCDRs with requested capabilities for planning, assessment, and execution. Its purpose is to provide the CCDR with the most capable forces based on stated capability requirements, balanced against risks and global priorities.

b. Sourcing Levels. There are three levels of matching forces to requirements depending on the end state required. They are identifying preferred forces (planning only), contingency sourcing (plan FA), and execution sourcing.

(1) Preferred force identification and contingency sourcing are in Enclosure J; execution sourcing is in this enclosure.

(2) Execution sourced forces are those forces identified for employment to accomplish authorized missions. CCDRs may task their assigned or currently allocated forces to execute authorized missions, operations, and other military activities. If additional forces are needed, CCDRs may request forces via the GFM allocation process.

2. Joint Working Group. The JFCs assign an AO to lead a joint working group (JWG) to coordinate sourcing solutions for similar capabilities among the JPEC. JWGs are assigned responsibilities for coordinating sourcing requirements for types of forces in one or more JRCs.

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a. Joint Working Group Lead Action Officers. JWG's are led by the JFC-assigned AO, who coordinates with designated SMEs from each Service.

b. Service Component, Combatant Command, and Department of War Agency. JWG's may also include SMEs from CCMDs, as well as functional and specialized organizations (e.g., JPRA and the Joint Staff Surgeon's Office).

c. Joint Working Group Purpose. JWG leads, with the advice of the JWG, devise the best fit-for-purpose sourcing solution recommendations to competing force requirements.

3. Force Request. The JFC tasks FPs to provide a FP nomination for each force requirement, by FTN, via a force request in the JCRM FP Module and via Logbook. The Logbook tasking alerts the FP staff officers via e-mail of a new force request. The Logbook may provide amplifying staffing guidance, if required. The JFC's tasking to provide a FP nomination is based on the core capabilities of the Service and FP. Services and FPs may be requested to provide sourcing nominations outside their core capabilities when the capacity of a type of force is exceeded. For rotational requirements, JFCs usually consider tasking the Service or FP that previously sourced a rotational requirement. The Joint Staff JFC also uses Logbook to request FP nominations JIA requirements.

a. Logbook Request for Information. Logbook can send and record RFIs and answers for specific FTNs, RFFs, or JIAs.

b. Logbook Communication. Logbook sends formatted e-mails on SIPRNET to the addresses entered for each command or organization. Each command or organization can be selected for action or information. The Joint Staff J-35 Logbook functional manager maintains all organizations' e-mail lists in Logbook. Commands are encouraged to use e-mail distribution lists for logbook e-mail notifications. This allows each command to manage their own e-mail distribution list for logbook e-mail notifications.

4. Force Provider Nominations. The Joint Staff JFC tasks Service HQs, and their designated SFPs, to provide global-looking sourcing nominations. CCMD JFCs task their Service components. The JFCs may task other FPs to provide sourcing nominations.

a. Force Provider Nomination Development. The tasked FP reviews the Logbook staffing request and the JCRM force request, and develops the Service's sourcing nominations. The FP nomination process considers forces capabilities, CCMD assigned forces, and Service-retained forces.

b. Force Provider Response. The FP enters the nomination into JCRM. Each part of an FP nomination is labeled with an FP nomination FTN line number that is automatically generated in JCRM. Specific guidance for each data field in the JCRM FP nomination is in Enclosure I. Once the FP approves the nomination, the FP submits it in JCRM to the JFC. FPs also respond in Logbook to alert the JFC that the FP nomination has been entered and submitted. The Logbook response may contain amplifying information and risks.

c. Nominating Forces for the Mission. Military Department Secretaries are authorized to nominate forces for the mission through their responsibilities to train, organize, and equip under sections 7013, 8013, and 9013 of reference (w). Military Department Secretaries usually perform these responsibilities through the Services. Under this authority, Services may tailor forces to meet the CCMD requirements. The FP should conduct mission analysis when considering sourcing nominations.

(1) FPs should nominate forces capable of performing the mission and tasks specified in the force requirement. The FP nomination may recommend sourcing with a solution that differs from the personnel makeup of the CCMD force requirement.

(2) Services may be tasked to provide FP nominations for force requirements outside their core competency area. They should consult with Services that have expertise in that area to determine how to organize, train, and equip a force for the requested mission and tasks specified in the force requirement.

(3) FPs may nominate unit or tailored unit sourcing solutions that meet one or more CCMD standard, nonstandard, or JIA requirements.

d. Sourcing Strategies. FPs may nominate and the JFCs may recommend any of the four sourcing strategies defined below to source either standard or nonstandard force requests. For example, a standard unit may not be available to source a standard force request. The JFC, coordinating with the Service HQ or component, recommends an ad hoc or in lieu of (ILO) solution. Likewise, a standard unit may be able to meet the mission and task requirements for one or more nonstandard force requests and be the best available sourcing solution. The force sourcing strategies are:

(1) Standard Force. Is a mission-ready, joint capable force, with an associated table of organization, and equipment to execute its core mission.

(2) Joint Force and Capabilities. Joint sourcing encompasses Services providing a force or capability in place of another Service's core mission. As in a standard force solution, the capability is performing its core mission.

(3) In Lieu of Sourcing. ILO sourcing is an overarching sourcing methodology that provides alternative force sourcing solutions when standard force sourcing options are not available. An ILO force or capability is a standard force including an associated table of organization and equipment that is deployed or employed to execute missions and tasks outside its core competencies.

(4) Ad Hoc Sourcing. An ad hoc sourcing capability is the consolidation of individuals and equipment from various commands. It is organized, trained, and equipped by one or more Services or FPs as a deployable entity that meets a supported CCDR's requirements.

e. Force Provider Sourcing Nominations. FP nominations must conform to the following requirements:

(1) Service HQs, or their designated SFPs, and CCMD JFC assigned Service components are expected to provide FP nominations by considering forces across the DoW inventory. This includes forces assigned to other CCMDs.

(2) Service HQs, CCMD JFC assigned Service components, and DoW agencies provide O-6 concurrence or GO/FO nonconcurrence for each nomination.

(3) Service HQs, or their designated SFP, and CCMD JFC assigned Service components coordinate with applicable CCDR Service components when nominating forces are assigned to a CCDR. CCDR Service components that have been nominated to source, inform the CCMD staff of the FP nomination to the JFC.

(4) Each FP nomination contains the FP risks inherent in providing a force to meet the requested capability. In the case of nominations for forces assigned to a CCDR, the FP nomination includes the operational risks to the CCDR via coordination with the CCDR Service components.

(5) FPs, in collaboration with Service HQ budget offices, submit cost estimates with sourcing nominations. Cost estimates are included in JCRM FP nominations and CCMD JFC recommendations detailed in Enclosure I.

(6) Services and FPs do not submit nominations that are contingent on the CCMD providing funding.

(7) FP nominations include the FP's estimated ability to continue to source each force request annotated as enduring for the FY E3 and FY E4 rotation, assuming requirements remain unchanged.

(8) The FP nomination includes recommended wording to be included in the GFMAP annex JCS notes or remarks. This wording is entered in the "CJCS order remarks" data field in JCRM. It includes amplifying guidance for C2 relationships, authority to activate a PTDO (SecWar or supported CCDR), and other directive information.

f. Immediate Response Force

(1) IAW reference (k), the JFCs—in coordination with the FPs—must provide sourcing options, a recommendation to backfill the IRF or IRF-enablers, and associated risks if any sourcing recommendation includes a designated IRF or IRF-enabling force.

(2) FPs and the JFCs must consider the priority guidelines from reference (a) when sourcing IRF and IRF-enabling force requirements.

(3) FPs unable to meet IRF PTDO timelines ordered in the GFMAP must notify the SecWar, via the CJCS, using the reclama procedures detailed in Enclosure H.

g. Contingency Response Force. The JFCs recommend sourcing solutions for CRF requirements from forces that: can be C-1 or C-2 within the specified PTDO timeline requirement in the DRT (i.e., upon receipt of a deployment order activating the PTDO the unit is ready-to-load or for self-deploying forces available to load within the specified time.)

(1) FPs and JFCs apply the availability (for planning) tables wartime row assumptions from reference (a) when nominating and recommending sourcing CRF requirements solutions to order in the GFMAP.

(2) FPs and the JFCs apply the priority guidelines from reference (a) when nominating and recommending sourcing solutions for CRF requirements.

(3) Sourcing recommendations for Service-retained forces do not require unit level detail.

(4) A Service or SFP may nominate a force assigned to a CCMD to source a CRF requirement. The JFC must include the unit name in the sourcing recommendation for a force assigned to a CCMD. The name of the force assigned to a CCMD must be included in the GFMAP annex data. The Service HQ, or SFP, must include the CCMD's risk, as communicated by the CCMD Service component, in the nomination.

(5) FPs unable to meet CRF PTDO timelines ordered in the GFMAP must notify the SecWar, via the CJCS, using the reclama procedures detailed in Enclosure H.

h. Joint Individual Augmentation/Augmentee. A JIA is an unfunded temporary manpower requirement or member filling an unfunded temporary manpower position. They are identified on a JMD by a supported CCDR to augment JTF staff operations during contingencies. JIAs fill task force HQ requirements; a tactical-level deployment is not appropriate for JIA sourcing. Sourcing by JIA is intended to be the last method for obtaining manpower for positions. This includes positions at permanent organizations required to satisfy an elevated mission in DS of contingency operations. Aside from mandated personal protective equipment, JIAs do not deploy with additional equipment. Neither collective team training nor specialized training exceeding 1–2 weeks should be needed. AC, RC, or DoW-EC personnel can fill JIA positions. An IMA filling or activated to fill the IMA position is not considered a JIA.

(1) The Joint Staff JFC staffs JIA requirements with FPs.

(2) Joint Staff J-2 assists the Joint Staff JFC by coordinating with OUSW(I&S) and intelligence CSAs for the sourcing of civilian intelligence JIA requirements.

(3) Joint Staff JFC coordinates and staffs JIA requirements for civilians with potential FPs, as required, to identify potential civilian sourcing solutions.

(4) If sourcing cannot be identified for all JIA positions, FPs may fill unsourced positions that other FPs were unable to source. FPs identify the JIA requirements they can source on the JMD. They provide nominations to the Joint Staff JFC via Logbook. These sourcing solutions are forwarded to the supported CCDRs for review.

(5) For requirements without acceptable sourcing solutions, the supported CCDR and any FP possessing the requested capability must submit individual risk and inventory assessments. The Joint Staff JFC analyzes the total capacity of individuals and risks and make sourcing recommendations.

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(6) The Joint Staff JFC submits sourcing recommendations in the GFMAP Annex D, or subsequent MOD, for SecWar approval via the Secretary's Orders Book.

(7) The Joint Staff JFC conducts a risk analysis and develops a recommendation for all contentious requirements. Individual risk assessments must be submitted by both the supported CCDR and any FP possessing the requested capability. The Joint Staff JFC gathers the information and makes sourcing recommendations for inclusion in the Secretary's Orders Book. The recommended sourcing solutions are reviewed by CJCS and approved by SecWar. Once approved, the Joint Staff J-35 releases the GFMAP Annex D, or subsequent modification.

(8) FPs initiate movement of JIA personnel after release of the GFMAP Annex D MOD to meet the ordered deployments. The FP follows the reporting instructions posted on the CCDR web site and in the GFMAP Annex E. FPs follow the reporting instructions to ensure the JIA arrives at the supported command by the ordered date.

i. Department of War Expeditionary Civilian Sourcing

(1) DoW-EC requirements may be submitted for sourcing as JIA positions within a JMD or as elements of a force request, which are typically nonstandard. The Joint Staff JFC develops sourcing recommendations for validated DoW-EC requirements.

(2) Pre-Coordinated Requests. CCMDs may develop pre-coordinated sourcing solutions with FPs for DoW-EC requirements. This can be done prior to submission. The Joint Staff JFC confirms FP concurrence to source validated, pre-coordinated requirements with the specified FP. The Joint Staff JFC returns pre-coordinated requirements to the CCMD if concurrence cannot be confirmed. The CCMD may obtain concurrence and resubmit without the pre-coordinated sourcing solution or rescind the requirement. The Joint Staff JFC considers pre-coordinated solutions when providing globally integrated and prioritized sourcing recommendations for the most effective and efficient use of the DoW-EC Force Pool.

(3) Nominative Requests. CCMDs coordinate with FPs to develop sourcing solutions for nominative DoW-EC requirements. CCMDs inform the Joint Staff JFC of sourcing solutions for validated nominative DoW-EC positions so they can be included in the appropriate GFMAP annex.

(4) For validated DoW-EC requirements without a confirmed pre-coordinated or nominative sourcing solution, the Joint Staff JFC develops a

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recommended sourcing solution. References (i) and (kk) have more background.

(a) The DoW-EC Force Pool is the maximum non-programmed civilian positions within each designated series and grade that an FP should be prepared to source. The DoW-EC Force Pool is a reference to be used as a planning tool to improve predictability of DoW-EC deployment capacity. FPs must be prepared to meet ordered CCMD requirements up to the levels established by the DoW-EC Force Pool. The FPs have discretion to manage their civilian workforces to meet these requirements. FPs may voluntarily exceed the numbers of deployed billets in the DoW-EC Force Pool.

(b) FPs must provide sourcing nominations to the Joint Staff JFC for the civilian series and grade identified in the DoW-EC Force Pool. FPs coordinate with CCMDs to identify nominative and pre-coordinated DoW-EC sourcing solutions.

(c) The Joint Staff JFC uses the DoW-EC Force Pool when requesting FP nominations and developing recommended sourcing solutions for DoW-EC requirements. Nominative, pre-coordinated, and other ordered DoW-EC deployments of non-programmed civilians count against the FP's directed numbers in the DoW-EC Force Pool. Programmed DoW-EC deployments do not count against the FP's DoW-EC Force Pool cap.

(d) DoW-EC requirements for Intelligence Series 0132 civilians from the intelligence enterprise are coordinated with the Joint Staff J-2.

(e) Once sourcing has been ordered in the appropriate GFMAP annex, the FP is responsible for completing or coordinating pre-deployment requirements and having the civilian ready to deploy.

(5) The Joint Staff JFC develops DoW-EC sourcing recommendations for requirements that are not nominative as follows:

(a) All JFCs request nominations for validated DoW-EC requirements to FPs via Logbook to develop FP nominations.

(b) DoW-EC requirements submitted as JIAs are forwarded in Logbook for FP nomination IAW procedures in paragraph 4.h. and reference (i).

(c) DoW-EC requirements submitted within force requests are forwarded via Logbook and JCRM for FP nomination.

(d) Civilian FPs provide nominations for DoW-EC requirements as requested by the Joint Staff JFC. From these FP nominations, the JFC provides a risk-based sourcing recommendation IAW paragraph 5. Sourcing recommendations are presented to the SecWar via the Secretary's Orders Book.

(e) If a civilian FP nonconcur with the Joint Staff JFC recommended DoW-EC sourcing solution, the civilian FP may submit a nonconcurrency with supporting rationale as described in paragraph 11.d. The nonconcurrency must explain how risks to other mission priorities preclude supporting an assigned requirement that is within the civilian FP's force pool capacity. This information is evaluated by Joint Staff in coordination with other civilian FPs to make a risk informed sourcing recommendation for SecWar determination.

5. Policies for Utilization of the Force. FP nominations must conform to current policy and guidance. Policies for operational deployment, D2D and M2D ratios, OPTEMPO, and PERSTEMPO are according to law and current SecWar and OSW guidance in DoW issuances and reference (a). OSW guidance is dynamic. It may significantly alter sourcing of CDR requirements. It can also modify the information requirements and metrics associated with each sourcing solution. The allocation section of reference (a) summarizes the force utilization metrics. The Joint Staff J-3 refers to more recent policy guidance in the annual GFM PLANORD and subsequent MODs. A detailed explanation must accompany any sourcing nomination or recommendation that exceeds these policies. The JFCs submit Service inventory assessment, known as binning data, for any sourcing recommendation that exceeds SecWar policies. The SecWar may approve recommendations that exceed these policies. The JFCs, provide recommendations to policy to improve effectiveness and efficiency of allocating forces.

a. Service Red Lines and Service Policies. Each Service, USSOCOM, USTRANSCOM, and USCYBERCOM maintain policies that govern their force generation and scheduling. These policies may be more restrictive than SecWar or OSW policies. However, the SecWar may order a Service or CDR to exceed its policies. Each Service, USSOCOM, USTRANSCOM, and USCYBERCOM publishes Service red lines to communicate the limits that, if exceeded, would incur excessive force provider risk from exceeding force generation capacity. The Service red lines may use any metrics to communicate the limiting force provider risks and force generation capacity.

(1) Each Service Chief, CDRUSSOCOM, CDRUSTRANSCOM, and CDRUSCYBERCOM publishes their Service red lines annually prior to GFMB 2. This timing allows the red lines to inform the FP nominations and JFC recommendations for the annual GFMAP base order.

(2) The Service red lines may also provide guidance to Service components concerning the level of authority delegated by the Service Chief to commit to sourcing requirements. The Joint Staff J-3 publishes Service red lines in a MOD to the annual GFM PLANORD. Services, USSOCOM, USTRANSCOM, and USCYBERCOM brief their red lines at GFMB 2. Service rotation policies remain in effect where possible. FP sourcing nominations and JFC recommendations must specify if the sourcing solution is within or exceeds the Service red lines.

(3) JFC sourcing recommendations that exceed the Service red lines must contain an explanation how the recommendation exceeds the Service red lines and the inherent FP risks.

(4) Service Chiefs and CCDRs may concur or nonconcur with any sourcing recommendation, including those that violate their Service red lines.

(5) FP nominations are normally within the Service red lines. If the JFC has no acceptable FP nomination to recommend, the JFC may request if directed-to-source (IDTS) FP nominations. To provide the SecWar sourcing options, Service HQ and CCMD JFC assigned Service components must provide a sourcing nomination that may exceed the Service red lines or that have excessive FP risk.

b. Service Rotation Policies. Service internal rotations, for forces, are Military Department-managed deployments that can be shorter than SecWar-ordered deployment lengths. Service rotation lengths are vetted during the sourcing process. JIAs deploy for the time specified in GFMAP Annex D.

(1) If the supported CCDR accepts Service internal rotations to meet a force requirement, the FP may deploy forces for shorter times than those ordered by the SecWar. For example, a 1-year ordered deployment might be satisfied by deploying two units for approximately 6 months each.

(2) Unless otherwise directed, FPs may conduct routine rotation of forces, as required. They must sustain the capability for the entire duration and during relief in place (RIP) or transfer of authority (TOA) of any routine rotations. When planning routine rotations, CCMDs and FPs must coordinate to ensure there is an operational force that is properly manned, trained, and equipped to meet the CCDRs mission requirements. Enclosure H explains the notional timing for a rotation of a deployed force.

(3) Within an ordered FTN line number in GFMAP Annexes A–C and F, FPs may rotate forces. IAW JFC change authorities, SecWar approval of

deployment extensions is not required for Service rotations when the following conditions are met:

(a) The deployment (to include the requested extension) is 365 days or less.

(b) The deployment extension is not more than 30 days past the original SecWar-ordered deployment length.

(4) Nothing in this policy supersedes laws governing access to, or mobilization of, RC personnel.

c. Start and End Dates

(1) For emergent force requirements, CCDRs specify the requested start date that the CCDR is requesting the force transfer to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in the supported CCMD's AOR to begin JRSOI, normally at the port of debarkation (POD). The FPs and JFC attempt to meet the requested start date but must identify the earliest achievable start date. This achievable start date accounts for the Services' ability to train, organize, and equip the unit for the mission.

(2) For rotational requirements providing replacement of continuous presence, CCDRs document the requested start date as 1 October. The JFCs, and FPs must confirm the ordered end date of the force for the previous rotation. Then they subtract the specified number of days for JRSOI to calculate the nominated and recommended start dates for the sourced rotation to provide continuous presence without a gap.

(3) Rotational requirements do not preclude FPs from nominating sourcing solutions for episodic force presence when feasible and appropriate.

d. Nontraditional Land Forces. Nontraditional land forces include USN and USAF ad-hoc and ILO sourcing solution that receive USA training. Rotations for nontraditional land forces may not be less than 6 months regardless of Military Department or Service rotation policy.

e. Supplemental Guidance for Maritime Forces

(1) Homeport depart and return dates are at the discretion of the Department of the Navy (DON). They are coordinated with JFC to meet scheduled change in operational control (CHOP) (in and out-CHOP) dates. Changes to AOR CHOP dates that affect scheduled homeport depart or return

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require DON concurrence. The GFMAP annex ordered start and end dates for most naval forces is the SecWar directed date to in- and out-CHOP the supported CCMD's AOR.

(2) Transitory presence within an AOR counts toward meeting overall presence levels.

(3) BMD-capable ships with appropriate load-out are multi-mission platforms. They can account for presence for BMD, conventional surface combatant, and CCDR TLAM inventory. These ships are sourced as multi-mission platforms meeting CCDR presence requirements and are not binned as single-mission platforms. These ships are preferentially trained and deployed as part of a carrier strike group.

(4) Supported and supporting commanders and Services coordinate movement of forces. This includes logistics support, shore-based aviation, maritime force refueling support, and security assets. Related transportation timing and support requirements with each other and the Military Departments are included, as well.

(5) For afloat forces, demand and presence are measured separately for each unit in a CCMD's AOR and are computed only within the bounds of each FY. Presence begins when the unit enters the AOR and an in-CHOP date. Presence ends when the unit exits the AOR and out-CHOPs. Presence is a quotient of the actual number of days in the AOR (CHOP line to CHOP line) divided by 365 days. For forward-deployed naval forces, except for days spent in Chief of Naval Operations or major depot maintenance availabilities, each day counts toward presence. For example, a forward deployed ship in a 91-day shipboard maintenance availability during the FY equals 274 days presence divided by 365 days equals 0.75 presence.

f. Supplemental Guidance for Medical Requirements. Services must identify impacts to Defense Health Agency (DHA) permanent manning specified in the DHA unit manning document in FP nominations. DHA will provide operational risks to the JFC for any recommendations that impact DHA permanent manning.

g. Inventory Assessment. For contentious sourcing recommendations, FP nominations and JFC sourcing recommendations contain a JFC assessment of force inventory. This is in the reset, ready, and available force pools as described by the Joint Staff binning guidance. FPs forward binning (units) or capacity (individuals) slides with the FP nomination and the JFC includes these slides in the sourcing recommendation.

(1) Binning Guidance. Binning is a method to categorize potentially sourced units from most desirable to least desirable. It shows the total capacity of a type of force and how it is being used. The standard binning guidance is shown in Figure 1 in reference (d). The Joint Staff may provide updated binning guidance each year in the annual GFM PLANORD. Binning does not commit the JFC to a specific solution. In general, the JFCs source requirements with higher-binned units (green) before lower-binned units (yellow, orange, red). The JFCs must review the requested capability, evaluate all sourcing options regardless of bin, and identify the most appropriate solution with respect to risk for every request. JFC mitigation might include sourcing recommendations not aligned with stated binning guidance.

(a) For involuntary remobilization or reactivation, the JFCs consider previous mobilizations.

(b) All IDTS nominations submitted in JCRM must include binning information.

(c) JFC sourcing recommendations include the binning category (color) for each recommendation. The JFCs bin forces to show the employment availability of all units in the force pool. The Joint Staff JFC may task each applicable Service HQ, or designated SFP, to provide binning on each unit type that cannot be fully sourced. The CCMD JFCs may task each applicable Service component to do the same. These binning slides are used to provide a view of all forces in the force pool that could be used to meet the requirement and the availability of those forces for employment. Table 2 shows an example of a binning slide with notional data.

(2) Individual Skill Set Capacity Slides

(a) Ad hoc sourcing solutions compete with all requirements, including JIA. They are all drawn from the same source pool. There is no JIA or ad hoc pool of resources set aside by the Services to source ad hoc solutions or JIA. Sourcing from standard formations reduces the amount available to meet CCDR requirements. The capacity slides allow each Service to illustrate how many members (by rank and specialty) are authorized, the actual amount in inventory, and how the Service distributed them. Capacity slides show how individual Soldiers, Sailors, Airmen, Marines, and Guardians are already ordered, are being recommended to fill CCDR requirements, and the impacts to units. The JFC tasks Service components to complete the capacity slides to provide Service capacity data that support sourcing recommendations. A GO/FO must certify the information in these slides if they accompany a nonconcurrency to source. Table 3 and Table 4 show an example of a capacity

slide with descriptions. This sample is unclassified but could be classified with actual force data added.

(b) CCMDs and FPs complete capacity slides for requirements. The Services create capacity slides with the Individual Risk Assessment Management web application. This SIPRNET application is accessed through the Joint Staff J-35 Individual Augmentation Branch portal (reference (qq)). These risk assessments are compiled by job code, skill code, and grade.

(c) If an FP is unable to source individuals or ad hoc solutions at acceptable risk, it provides capacity slides to the Joint Staff J-35. The slides report pertinent Service rank (or skill sets inventory) and distribution. The slides can be uploaded in the Individual Risk Assessment application (accessed from reference (qq)) to maximize visibility among GFM personnel. Service red lines provide the guidelines to determine the Service capacity to resource individuals to create, train, and deploy ad hoc units, and to source JMD JIA staffing at an acceptable risk to other Service commitments.

(d) The Services specify in the capacity slide how many personnel with the skill set (i.e., MOS, NEC, designator, AFSC) and rank are authorized and actually in inventory (assigned). From the number assigned, the Services provide the distribution of the personnel deployed, within six months of deploying, and the number in dwell. The Services also include the number of personnel not included in deploying, preparing to deploy, and dwell. Services also include as fenced personnel that are performing high-priority missions where allocating them elsewhere would cause unacceptable risk. The missions and numbers for each category of fenced forces must be listed on the slide.

h. Risk Metrics. Binning is closely aligned with the risk metrics. FPs and JFCs use the metrics in the Military Risk Matrix in references (a) and (p) when comparing risk of different sourcing solutions.

(1) The Military Risk Consequence Matrix allows comparison of sourcing options from different FPs with common metrics, but FPs and JFCs should not limit themselves to only these metrics. If other metrics and categories present relevant information, they should be included to facilitate the most informed SecWar decision possible. The FP nomination and the JFC recommendation should include the risk to source other force requirements. This can include those that may have already been ordered. It also includes risk to anticipated future rotational requirements, when applicable.

Unit type	Echelon 2 Command		Echelon 2 Command		Echelon 2 Command		Echelon 2 Command		Total Service Available		Remarks (LAD)
	AC	RC	AC	RC	AC	RC	AC	RC	AC	RC	
Example 1	0	0	0	0	0	0	0	0	0	0	0
Example 2	1	0	0	0	1	0	0	0	2	0	0
Example 3	0	0	0	0	0	0	0	0	0	0	0
Example 4	0	1	0	1	0	1	1	0	1	3	3
Total	1	1	0	1	1	1	1	0	3	3	3

Bin	Bin Priority	Unit	UIC	AC or RC	Total Deploy time	Deploy (Days)	Dwell (Days)	MOB Remain	Force Provider	Deployed	Redeploy Date	Remarks (LAD)
2-Y	1	Unit 1	UIC	AC	12	12	5	NA	Echelon 2 Command	Operation Name	Date	Text
2-Y	6	Unit 2	UIC	AC	NA	NA	NA	NA	Echelon 2 Command	Operation Name	NA	Text
3-R	2	Unit 3	UIC	AC	12	12	0	NA	Echelon 2 Command	Operation Name	Date	Text
3-R	3	Unit 4	UIC	RC	12	12	6	8	Echelon 2 Command	Operation Name	Date	Text
3-R	3	Unit 5	UIC	RC	12	12	16	6	Echelon 2 Command	Operation Name	Date	Text
3-R	3	Unit 6	UIC	RC	26	14	27	0	Echelon 2 Command	Operation Name	Date	Text

Table 2. Unit Type Employment Availability Worksheet and Sample Binning

Overall number minus (number deployed plus number within six months of deployment plus number in 1 to 2 deployment to dwell ratio plus fenced) equals potential deployers.

Overall Authorized	Overall Assigned	Deployed	Within Six Months of Deploying	Number in 1:2 D2D	Non-deployed	Fenced	Potential Deployers
aaa	bbb	ccc	ddd	eee	fff	ggg	hhh
	bb%	cc%	dd%	ee%	ff%	gg%	hh%
Breakdown of fenced number from above							

Table 3. Sample Capacity Slide

Capacity Slide Rules	Active Component Inventory
<ul style="list-style-type: none"> Sum of numbers listed in the Breakdown of fenced number from above must reflect in the number of Fenced. A number cannot be counted in more than one status at a time. If Overall Assigned binned correctly, Potential Deployers reflects a zero or positive number. 	<ul style="list-style-type: none"> Overall Authorized of AC in the identified skill category, subset, or grade band. Overall Assigned is the current inventory, not authorizations. All AC in the identified skill category, subset, grade band. The bb percent is assigned (aaa) divided by authorized (bbb).
Definitions and Parameters	Identify Relevant Data
<ul style="list-style-type: none"> Skill category and subset: table of the skill categories, subsets, and Service skill codes are on the Joint Staff J-35 JFC Division, Individual Augmentation Branch SIPRNET web page under tools, reference (qq). Enter "0" if any of the following statuses do not apply: <ul style="list-style-type: none"> Non-deployable are not eligible due to student, transient, patient, prisoner, holdee, or other disqualifying factors. Disqualifying factors included medical profile, legal, family issue, Lautenberg Amendment, security clearance, physical readiness, and performance issues. Deployed is defined according to reference (a) Within six months of deploying for both unit and ad hoc Deployment to dwell according to reference (a). Fenced is at FP discretion. They can be deployable but are already accounted for as deployed. They can be within six months of deploying or it would violate deployment to dwell limits. Additional reasons include, essential personnel, instructors, recruiters, nuclear-trained, specific headquarters staff, or minimum unit manning level. 	<ul style="list-style-type: none"> Number deployed. Number withing six months of deploying. Number within one to two deployment to dwell ratio Number of non-deployable <p>Breakdown of Fenced</p> <ul style="list-style-type: none"> Identify and write in categories for "Breakdown of fenced number from above." Listing does not indicate priority. Describe the group. Sum of numbers fenced must is reflected in Fenced column (ggg).

Table 4. Capacity Slide Information

(2) JCRM allows a narrative risk entry in the FP nomination and in the JFC recommendation. Logbook also allows a written free text explanation or in an attachment. The tools are used to provide the best information up the chain of command to support the Secretary's Orders Book briefer informing the SecWar in making the most informed decision possible.

6. Joint Force Coordinator Force Sourcing Recommendations

a. Recommended Sourcing Solutions. In developing sourcing recommendations, JFCs must coordinate with the supported CCMDs and recommended providing FPs. The JFCs develop recommended sourcing solutions from the information provided in the FP nomination(s) as well as through collaboration.

b. Joint Capabilities Requirements Manager Data Fields. JFC force sourcing recommendations contain the same JCRM data fields as an FP nomination described and detailed in Enclosure I. JFC sourcing recommendations conform to the guidance in paragraph 6.

(1) In the JCRM FP module, the JFC can import the FP nomination directly to a JFC sourcing recommendation. If necessary, the JFC can modify the information in the JFC sourcing recommendation. The JFC can also manually enter information in the JFC sourcing recommendation without importing the data from the FP nomination.

(2) Each part of a JFC sourcing recommendation has a unique FTN line number. The sourcing recommendation FTN line number is then assigned to a draft GFMAP annex, either the FY base order or a subsequent MOD. The JFC FTN line number in the sourcing recommendation is unique from the FP FTN line number associated with the FP nomination. The FP nomination FTN line number does not carry forward as the same number in the JFC recommendation and GFMAP-ordered FTN line number.

(3) If the FP recommended to source or the requesting CCMD nonconcur with a recommended sourcing solution (e.g., IDTS, or not sourced) that organization identifies the associated risks and acknowledgement that the nonconcur represents the position of the Service Chief or CCDR. The JFCs may request IDTS solutions from Military Departments or CCMD JFC Service components.

(4) The JFCs indicate an inability to provide a sourcing solution due to a lack of available resources. The JFC must notify the supported CCDR by Logbook and fully justify why the requirement cannot be sourced. Nonconcurrency and IDTS solutions include:

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(a) Supported CCDR's risk if the requirement is not sourced and supported CCDR's mitigation to reduce the associated risk via other means.

(b) Risk associated with the FP's impact to source each of the alternative sourcing solutions.

(c) JFC developed alternative sourcing solution options, including IDTS, from the force structure.

(d) JFC IDTS recommendation of alternative sourcing solution option or COA.

(e) JFC GO/FO nonconcurrency with alternative sourcing COA.

c. Ad hoc Sourcing Recommendations. JFC ad hoc sourcing recommendations may involve multiple FPs. The JFC sourcing recommendation has the training and equipping responsibilities of each FP in the JCS comments, as required.

7. Annual Sourcing. Annual sourcing is conducted as outlined in the previous paragraphs. There are process adjustments when simultaneously staffing a larger number of force requests.

a. Forwarded to Services. The Joint Staff JFC forwards force requests via JCRM to the Services and designated SFPs. CCMD JFCs forwards force requests to their Service components. If requirements from the previous FY persist with no changes, the JFC usually tasks the FP ordered in the previous FY GFMAP to provide a sourcing nomination. Relief from filling unchanged and previously ordered requirements prior to SecWar signature on the FY E2 GFMAP Base Order is determined during the JFC staffing process. The Service HQ, SFP, or CCMD JFC Service components may hold conferences to ensure:

- (1) The individual FP nominations best support the CCDR.
- (2) Nominations most effectively and efficiently use the available forces.
- (3) Nominations are aligned with SecWar and CCDR priorities.

b. Sourcing Conferences. The JFCs may hold sourcing conferences to:

- (1) Confirm the FP nominations.
- (2) Ensure all options for sourcing are considered and documented.

(3) Align sourcing recommendations with priorities.

(4) Accurately document risks.

c. Sourcing Plan Briefs. The following JFCs brief the FY annual sourcing plan recommendations to the GFMB.

(1) The Joint Staff JFC briefs conventional forces, JIA, and JMD sourcing recommendations and the overall sourcing.

(2) USSOCOM briefs SOF.

(3) USTRANSCOM briefs mobility forces.

(4) USCYBERCOM briefs cyberspace forces.

(5) Joint Staff J-32 briefs ISR sourcing recommendations and addresses JFC concurrence or nonconcurrence.

8. Sourcing Recommendations. CCMD JFCs forward sourcing recommendations to the Joint Staff JFC in draft GFMAP annexes and subsequent MODs. The Joint Staff JFC compiles and staffs the GFMAP annexes (or MODs) with all Services, CCMDs, and affected DoW Agencies to confirm risks and obtain concurrence or nonconcurrence. After staffing, the sourcing recommendations are sent to the SecWar for approval via the Secretary's Orders Book. The Secretary's Orders Book is detailed in Enclosure F.

9. Joint Force Coordinator Staffing Coordination. The JFC might not have the capacity or capability to fulfill all force requests from the conventional, SOF, mobility, or cyberspace forces. The JFC tasked to provide a sourcing recommendation is the assigned JFC. It can request sourcing nominations from other, supporting, JFCs via JCRM and with concurrent tasking in Logbook. This can be for specific force requirements or parts of force requirements. The supporting JFC provides an FP nomination to the assigned JFC via JCRM and Logbook. For example, the SOF JFC could exceed the capacity of available SOF personnel by sourcing a force request for a SOF HQ tasked to USSOCOM to provide a sourcing recommendation. USSOCOM may request the Joint Staff JFC provide a sourcing recommendation for specific positions in the HQ from the conventional forces.

a. Logbook Request. The Logbook request contains individual positions (or the part of the force requirement) that the assigned JFC is requesting the supporting JFC to identify a sourcing nomination.

b. Request for Sourcing Nominations. The supporting JFC requests sourcing nominations from the Service HQ and designated SFPs or the CCMD JFC's assigned Service components via Logbook.

c. Staffing the Request

(1) The supporting JFC staffs the request with the Service HQ and SFP or CCMD JFC assigned Service components. The supporting JFC provides an FP nomination to the assigned JFC via JCRM and Logbook.

(2) JCRM allows the supporting Service HQ and CCMD JFC's Service component to submit FP nominations directly into JCRM. However, the assigned JFC only accepts FP nominations from the supporting JFC, not directly from the supporting Service HQ, SFP, or CCMD JFC's Service component.

d. Draft Sourcing Recommendation. The assigned JFC accepts the FP recommendation from the supporting JFC in JCRM. Then they draft the JFC sourcing recommendation in its GFMAP annex.

e. Staffing with Force Provider. The assigned JFC remains responsible for staffing the draft JFC sourcing recommendation. They obtain the FP concurrence, or otherwise, for its final JFC sourcing recommendation.

10. Department of War Agency and Combat Support Agency Sourcing. DoW agencies have capabilities that can meet CCDR-requested capabilities in parallel with Services and Service components IAW reference (rr). The assigned JFC staffs these requests with the DoW agencies that have the requested capabilities. When staffed out to DoW agencies, the agency provides FP nominations within its capacity to support. CSA forces support operating forces engaged in, planning for, or conducting military operations. This is support during conflict or for other military activities related to countering threats. DoW agencies articulate the risk to their support to CCMDs and other higher-priority national tasking in their FP nomination. DoW agencies may nonconcur with sourcing, if sourcing would generate unacceptable risk to other, higher-priority, national tasking. FP nominations from DoW agencies include all elements of data specified in Enclosure I for FP nominations.

11. Staffing. The JFCs use the JCRM FP module to annotate sourcing recommendations and assign those recommendations to specific GFMAP annexes and annex schedules, by modification. JCRM provides the capability to access the data to conduct follow-on analysis of force requirements and allocation decisions that are repeatable and accessible.

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a. Creating GFMAP Annexes. Annexes A–C and F may be downloaded directly from JCRM to an Excel spreadsheet. JCRM FP module provides the capability to create the annex by using the query feature. The data elements for the GFMAP Annex D (JIA) are in Enclosure G.

b. Additional Information. Additional background information regarding sourcing recommendations can be provided via a Logbook Form C. The spreadsheet provided by the JFCs include additional data elements from JCRM (data fields are defined in Enclosure I). The CCMD JFCs may provide additional information in the GFMAP Annex Schedule if desired.

c. Joint Staff Action Processing. Joint Staff action processing is the staffing method that registers CCDRs' and Service Chiefs' position on issues. These policies and procedures are detailed in reference (bb). The Joint Staff JFC staffs all recommended sourcing solutions in draft GFMAP annexes with all CCMDs, Services, and applicable DoW Agencies for concurrence or nonconcurrence. IAW reference (bb), Joint Staff J-35 staffs the draft GFMAP annexes with applicable J-Dirs and OSW. Afterwards, the Joint Staff J-35 forwards the sourcing recommendations for SecWar approval via the Secretary's Orders Book. These steps ensure the order is accurate and risks are accurate and complete.

d. Nonconcurrence. As prescribed by section 151 of reference (w) and by reference (e), the CJCS must provide the SecWar with any differing opinions of the members of the JCS and CCDRs with all recommendations. The members of the JCS and the CCDRs communicate their differing opinions as nonconcur. Service Chiefs, CCDRs, or DoW agency directors must include a statement that identifies the tangible and quantifiable assessment of the limiting factors, risk, and impacts with all nonconcur. When the Joint Staff JFC staffs the FY GFMAP base order and subsequent MODs, all risk statements indicating high military risk and all nonconcur must be endorsed by the CCDR, Service Chief, or DoW agency director with a signed risk statement or memo. All nonconcur from the members of the JCS and the CCDRs are briefed to the SecWar via the Secretary's Orders Book. In order to not unduly delay sourcing recommendations, the Logbook, Joint Staff action processing, and Secretary's Orders Book staffing timelines prescribed in Enclosure F must be adhered to. All Service Chief, CCDR, or DoW agency director nonconcur must include a tangible and quantifiable assessment of the limiting factors, risk, and impacts if sourced (or not sourced) as recommended. The two categories of GO/FO nonconcurrence are "nonconcur" or "contentious nonconcur."

(1) Service Chief, CCDR, or DoW agency director nonconcurrence encompasses sourcing recommendations that result in unacceptable risk but

require no further three-star review or discussion. They are normally briefed at the Sourcing Workshop and GO/FO sourcing SVTC. They are not normally briefed in detail at the GFMB 3, OpsDepts, and JCS tanks prior to forwarding to the SecWar via the Secretary's Orders Book. Unsourced requirements remain valid. If deciding factors change, the requirements may be considered for future resourcing during the emergent process.

(2) Contentious nonconcur with sourcing recommendations are those deemed inconsistent with strategic priorities. These warrant discussion at the GO/FO sourcing SVTCs, GFMB 3, OpsDepts, and JCS Tanks, as required. The purpose of the discussions on contentious nonconcurrency is to facilitate a common understanding of the strategic priorities among senior leaders. OpsDepts and JCS Tanks sessions are conducted IAW reference (ss).

12. Assigned Forces Demand. AFD is how CCDRs document employment of their assigned forces. AFD requirements are presumed sourced by the CCDR. However, not every assigned force needs its own FTN—only those being operationally employed. Accounting for complete operational demand helps to understand risk when executing the allocation process, and informs the assessment process. This data also assists in providing a holistic presentation of the employment of the Joint Force.

a. Documenting Assigned Forces Demand. When employing assigned forces, CCDRs enter the AFD requirements in JCRM and assign each requirement an FTN. CCDRs submit AFD FTNs in JCRM, CCDRs, and JFCs execute the following processes to ensure the AFD FTN sourcing is properly documented:

(1) CCMDs check the assigned force box and enter the name and UIC of the sourced force in the JRC clarification notes field in JCRM.

(2) After Joint Staff validation, the Joint Staff JFC tasks the FTN to a JFC.

(3) The JFC submits a force request to the CCMD.

(4) The CCMD enters the assigned force information as an FP nomination in JCRM and submits it to the JFC.

(5) The information in the FP nomination informs the JFC of how the CCMD intends to employ that force. This helps the JFC understand the risks of allocating the force to another CCMD.

(6) The JFC does not include AFD FTNs that the CCMD is sourcing with assigned forces in the GFMAP annex.

b. Allocating an Assigned Force. If a JFC recommends allocating a force documented as AFD to another CCMD the JFC builds a JFC sourcing recommendation in JCRM annotating the FP for the AFD FTN as “none.” This indicates the force the CCDR intended to employ to accomplish that mission is allocated to another CCMD.

(1) The JFC includes the AFD FTN recommendation to be unsourced or partially sourced in a draft GFMAP annex. The JFC also documents the sourcing solution for the other CCMD’s force requirement in the draft GFMAP annex.

(2) The Joint Staff JFC staffs the draft GFMAP annex with the CCMDs, Services, and applicable DoW agencies.

(3) The sourcing recommendations are presented for SecWar decision via the Secretary’s Orders Book process

13. Additional Sourcing Proposal. FPs may develop new capabilities to mitigate shortfalls or source requirements previously closed without sourcing. The FP notifies the JFCs by submitting a memo or AMHS message if additional forces can deploy for CCDR requirements. If the Service HQ generates the proposal, it is addressed to the JFC with an information copy to the Joint Staff J-35. If a CCMD JFC Service component generates the proposal, it is addressed to the CCMD JFC and the Joint Staff J-35. The memo or message serves to alert the CCMD JFC and the Joint Staff J-35 of the new staffing action. The FP also enters the FP nomination in JCRM. The FP nomination message includes the following information:

a. FTN.

b. Nomenclature.

c. Presence Levels Specifics. This includes:

(1) Number and type of airframes or equipment.

(2) Sorties.

(3) Nomenclature specific presence (e.g., hours of FMV per month or year).

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d. Start and end dates.

e. Specific Personnel Requirements. Explain the personnel composition, such as military (AC and RC), contractors part of the unit, and USG. If the solution is ad hoc, include an ad hoc spreadsheet according to Enclosure I.

f. Recommended Deployment Location. Enter the location.

g. Force Provider Risk. FP risk associated with this deployment. The FP nomination message must address anticipated impact to other sourcing efforts.

h. Staffing with Combatant Command. Upon receipt of the FP nomination, the JFC, staffs the recommended sourcing solution with the supported CCDR. Upon CCDR concurrence the JFC, provides a new sourcing recommended.

i. Annex Modification. The JFCs provide the sourcing recommendation in the next GFMAP Annex MOD.

14. Exercise Force Requirements. Requirements for forces participating in exercises are sourced by the Services according to references (ee) and (ff). The Joint Staff and JFCs maintain visibility of forces participating in exercises in JTT.

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ENCLOSURE F

SECRETARY'S ORDERS BOOK AND SECRETARY DECISIONS

1. Purpose. The Secretary's Orders Book process is the Joint Staff J-3's method for staffing and briefing draft orders requiring the SecWar approval. This process routes drafts through J-Dirs and OSW principals to the CJCS and, ultimately, to the SecWar for decision. A disciplined process is essential to ensure the CJCS's recommendations are timely and well-informed. This enclosure details the Secretary's Orders Book process.

2. Statutory Requirements

a. Advice. Section 151 of reference (w) requires the CJCS to consult with and seek the advice of the other members of the JCS and CCDRs in performing his duties, including providing recommendations to the President or SecWar.

b. Differing Opinions. Section 151 of reference (w) requires the CJCS to inform the SecWar of differing opinions of the other members of the JCS. IAW section 163 of reference (w), the President may direct communications between the President or SecWar and the CCDRs be transmitted through the CJCS. The President directs (reference (e)) all communications, which includes differing opinions, be via the CJCS, unless otherwise directed.

c. Procedures. Section 151 of reference (w) requires the CJCS to establish procedures to ensure advice and recommendations are not unduly delayed by reason of late submission of other opinions. These Secretary's Orders Book procedures ensure that the CJCS's advice and recommendations to the SecWar are not unduly delayed by receiving the differing opinions (concurrence or nonconcurrence) of the other members of the JCS and CCDRs.

3. Secretary's Orders Book Responsibilities

a. Preparation and Periodicity. The Joint Staff J-35, supported by the JFCs and Joint Staff SMEs, is responsible for Secretary's Orders Book preparation, staffing, and presentation to the SecWar via the CJCS. The Secretary's Orders Book is normally presented to the SecWar every three weeks, with special Secretary's Orders Books scheduled as conditions warrant. The Joint Staff J-3 obtains SecWar approval through the Secretary's Orders Book process on all proposed orders and MODs that require SecWar approval. If the Secretary's Orders Book includes a GFMAP MOD, the Joint Staff J-35 also ensures proper GFMAP formatting.

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b. Responsibility and Actions. The Joint Staff J-3 is responsible for:

- (1) Ensuring the Secretary's Orders Book is properly formatted.
- (2) Briefing the J-Dirs, OSW, and the CJCS.
- (3) Briefing the SecWar.

4. Secretary's Orders Book Organization. Each brief in the Secretary's Orders Book is a separate tab. Actions included in the Secretary's Orders Book for SecWar approval include, but are not limited to:

a. Types of Orders

- (1) EXORDs.
- (2) DEPORDs.
- (3) GFMAP and MODs.
- (4) PTDOs.
- (5) Alert orders.

(6) NATO Force Preparation. As outlined in paragraph 11.b. of Enclosure C, Joint Staff J-35 prepares, staffs, and briefs a NATO FORCEPREP message. The message has the authority for USNMR to notify NATO of the forces applied to the mission, in parallel with the GFMAP annex. The GFMAP annex and FORCEPREP message are normally in the same Secretary's Orders Book.

(7) Reserve Component Alert and Mobilization Orders Requiring Secretary of War Approval. IAW references (a) and (tt), the SecWar is the approval authority to approve activations under sections 12302, 12304, and 12304b of reference (w) when a concurrent decision is required to source and mobilize forces in support of emergent requirements, and the RC members or units identified to support such requirements will receive less than 30 days advance notice. Reference (uu) provides more information on the mobilization process.

(8) Cyberspace Force Mission Alignment. Changes to the CFMA IAW reference (ii).

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(9) Combatant Commander Authorities. Modification of CCDR authorities or previous SecWar decisions and orders.

(10) Integrated Joint Special Technical Operations. Orders for Integrated Joint Special Technical Operations involving Special Access Programs are included in the Secretary's Orders Book as parallel tabs.

(11) Other orders that require SecWar approval.

b. Secretary's Orders Book Analysis. Regularly scheduled Secretary's Orders Book briefings contain analysis of the GFMAP, to include:

(1) Cumulative incremental costs from the GFMAP base order.

(2) Summary of deviations from the GFMAP base order.

c. Stressed Force Elements. Stressed force elements are specified in the "Stressed FE" column of the DRT.

(1) JFC sourcing recommendations containing stressed FEs must be identified in the Secretary's Orders Book.

(2) The Secretary's Orders Book briefing provides a summary of the distribution of stressed FEs among the CCMDs ordered in the annual base GFMAP and subsequent or pending GFMAP mods.

d. Future Issues. Forecast of upcoming topics for the Secretary's Orders Book.

5. Risk. The risks of allocation sourcing recommendations are included in the Secretary's Orders Book to provide the best information up the chain of command. The Secretary's Orders Book briefer uses it to inform SecWar decision making. References (a) and (p) provide a detailed discussion of risk. Risk statements are submitted via the MSS Digital Secretary's Orders Book platform. All risk statements indicating high military risk must be endorsed by the CCDR, Service Chief, or DoW agency director.

a. Force Provider Risk Statements. FP risk statements must address the nature of the risk for the current and future years as well as any potential mitigation for each of the following topic categories:

(1) Readiness.

(2) Modernization.

(3) Stress to force.

(4) Funding.

b. Combatant Commander Risk Statements. CCDR operational risk statements must address the nature of the risk and any potential mitigation for each of the following topic categories:

(1) CCDR mission impacts.

(2) Ally and partner impacts.

(3) Exercises missed.

c. Additional Risk Subjects. CCDRs and Service Chiefs may include additional areas, as applicable.

d. Risk Statement Requirements. The written risk statements must address the nature of the risk, who incurs the risk, the duration of the risk, and potential risk mitigations.

6. Chairman of the Joint Chiefs of Staff Certification Criteria. CJCS sourcing recommendations meeting the CJCS Certification Criteria in reference (a) may be presented for SecWar approval in the Secretary's Orders Book in a condensed briefing format in the CJCS Certification Matrix. The Joint Staff J-35 reviews sourcing recommendations and includes those that meet the CJCS Certification Criteria in the CJCS Certification Matrix. The CJCS certifies sourcing recommendations in the CJCS Certification Matrix meet these criteria prior to presenting to SecWar, via the Secretary's Orders Book, for approval.

7. Secretary's Orders Book Timeline

a. Special. Special Secretary's Orders Books obtain SecWar decisions or notifications for time-sensitive actions that cannot wait until the next regular Secretary's Orders Book. When required, special Secretary's Orders Books carry time-sensitive orders, but CCDRs should not assume a special Secretary's Orders Book when planning force requests.

b. Normal. The Secretary's Orders Book is normally a three-week process determined by the SecWar's schedule. Strict adherence to this timeline is necessary to ensure adequate time to properly staff orders and prepare briefing materials for senior leadership. Joint Staff J-35 schedules and announces the dates and times of Secretary's Orders Book briefings to Joint Staff and OSW leadership. All times are NLT deadlines and are relative to the date that the

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Secretary's Orders Book is scheduled (e.g., Day-15 is read "Secretary's Orders Book minus 15 days" and indicates that the product described in the timeline is due NLT 15 days before the scheduled Secretary's Orders Book):

(1) Day-22 to Day-17 (three weeks prior to Secretary's Orders Book). Joint Staff J-35 staffs draft GFMAP Annexes A, B, C, D, and F for CCDR, Service, OSW, Joint Staff, and DoW agency coordination with a Joint Staff action tasking.

(a) IAW reference (a), when the JFC staffs the FY GFMAP base order and subsequent MODs, all nonconcurrences must be endorsed by the CCDR, Service Chief, or DoW agency director. These must be communicated with a signed risk statement or memo.

(b) Nonconcurs must include a statement that identifies the tangible and quantifiable assessment of the limiting factors, risk, and impacts. References (a) and (p) specify risk statement requirements and format.

(c) Nonconcurs or high risk are only presented in the Secretary's Orders Book when accompanied by the CCDR, Service Chief, or DoW agency director risk statement or memo.

(d) Joint Staff J-8 assesses the impacts of allocation recommendations on directed readiness.

(2) Day-15. Joint Staff action staffing responses are due to Joint Staff J-35. A lack of an FP response assumes the FP can source the capability. A lack of a CCDR response assumes the CCDR accepts the sourcing recommendation.

(3) Day-14 to Day-9. JFC staffs additional versions of the draft GFMAP annexes, as required, to capture requirements that must be ordered before the next scheduled Secretary's Orders Book.

(4) Day-13. Secretary's Orders Book briefer preparation.

(a) Joint Staff AOs submit order package to the Joint Staff J-35 JOD-GFM division. Packages include all requisite briefing formats and background information.

(b) Joint Staff J-35 coordinates closely with J-Dirs and the Office of the Chairman of the Joint Chiefs of Staff (OCJCS) when developing Secretary's Orders Book briefing. Final planner review must be received from the following

organizations and individuals (with others required on a case-by-case basis), prior to the CJCS's Secretary's Orders Book brief:

1. Joint Staff and the Office of the Chairman of the Joint Chiefs of Staff

- a. Joint Staff J-1.
- b. Joint Staff J-5.
- c. Joint Staff J-8.
- d. OCJCS Legal Counsel.
- e. OCJCS Legislative Affairs.
- f. OCJCS Public Affairs.

2. Department of War

- a. OGC.
- b. Assistant Secretary of War for Public Affairs.
- c. USW(I&S).
- d. USW(P).
- e. Under Secretary of War for Personnel and Readiness

(USW(P&R)).

(c) Initial Review with the Joint Staff J-35 JOD-GFM Chief. The intent of the JOD-GFM Chief review is to determine which actions are prepared to move forward for approval in the Secretary's Orders Book.

(d) Briefer Preparation. Joint Staff and CCMD JFC AOs are SMEs. They are responsible for ensuring the Secretary's Orders Book briefer has adequate knowledge of the action to assist the CJCS when providing military advice to the SecWar. AOs identify any contentious elements or staffing issues that have not been resolved.

(5) Day-8. Secretary's Orders Book brief to Joint Staff J-35 Deputy Director for Regional Operations and Force Management (DDRO). Any changes after this brief must be approved by DDRO.

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(6) Day-7. Secretary's Orders Book brief to Joint Staff Director for Operations, J-3 (DJ-3). Any changes after this brief must be approved by DJ-3. Secretary's Orders Book brief to the Director, Joint Staff (DJS), as requested.

(7) Day-6 to Day-3. Secretary's Orders Book briefs to the USW(P), USW(I&S), USW(P&R), and the DoW OGC.

(8) Day-2. Secretary's Orders Book brief to CJCS or Vice Chairman of the Joint Chiefs of Staff (VCJCS), as required. CJCS or VCJCS documents approval of recommendations by initialing applicable tabs. No changes take place to the Secretary's Orders Book after this point, unless directed by the CJCS or VCJCS.

(9) Day-1. NLT delivery of SecWar read-ahead binder, brief SecWar Senior Military Assistant.

(10) Secretary's Orders Book Day. The J-35 briefer reviews the facts bearing on the problem, staffing issues, and CJCS recommendation with the SecWar. Attendees to this meeting include the Deputy Secretary of War (DepSecWar), USW(P), USW(P&R), USW(I&S), OGC, CJCS, VCJCS, Joint Staff, Joint Staff Director for Intelligence, DJ-3, DDRO, and the J-35 JOD-GFM Chief. Secretary's Orders Book approval or disapproval occurs at this time.

(11) Post Secretary's Orders Book. Following the Secretary's Orders Book brief with the SecWar, the Joint Staff J-35 announces the results with a "hot wash" e-mail at the GO/FO level. AOs then adjust orders based on SecWar decisions and finalize approved orders for release.

(a) Following SecWar approval, the Joint Staff J-35 posts the consolidated GFMAP and annexes, orders, and each GFMAP and annex modification on reference (l).

(b) SecWar can direct changes to the JFC sourcing recommendations during the Secretary's Orders Book briefing. The Joint Staff J-35 informs the appropriate JFC to make SecWar-directed orders data changes in JCRM. The JFC updates the necessary data in JCRM and regenerates the draft GFMAP annexes, which are then posted on reference (l).

(c) JCRM is the authoritative data source for GFM allocation data. As the authoritative allocation data source for other information systems, the JCRM order data must match the SecWar-approved GFMAP annexes data on reference (l).

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(12) Normal Timeline Exceptions. The Joint Staff considers all force requests on a case-by-case basis. This is to best provide CCDRs with the required forces by the requested start dates while balancing military risk. However, no new RFFs or JMDs are considered inside the 30 days prior to the Secretary's Orders Book timeline unless the Joint Staff DJ-3 considers it necessary. Only immediate requests go forward to the SecWar with less than 30 days from Secretary's Orders Book brief to start date. Sourcing recommendations for immediate requests can be placed in a scheduled Secretary's Orders Book or, if required, presented in a special Secretary's Orders Book.

(a) For routine RFFs, if FPs are unable to meet the requested start date, the Joint Staff J-35 informs the SecWar and supported CCDR (or agent, if RFA). Then the J-35 determines the sourcing way ahead. The Joint Staff J-35 either establishes a new start date that is feasible or includes a statement identifying the element of the RFF the FPs are unable to meet.

1. The Joint Staff J-35 informs the Joint Staff DJ-3 if a start date might be missed. This can be any FTN that is not fully ordered, either sourced or closed without sourcing, before the start date requested or alternate date agreed to by the CCDR. The DDRO may brief the requirement impacted in a GO/FO force sourcing SVTC.

2. The Joint Staff J-3 notifies the SecWar and supported CCDR that a start date might be missed or the inability to source a CCDR's wartime requirement. However, requests for capabilities that are not core competencies of any of the Services or DoW agencies might require additional JFC staffing with the FPs.

(b) For urgent RFFs, if FPs are unable to meet the short-notice start date, the Joint Staff J-3 informs the SecWar, via the CJCS, and supported CCDR. Afterwards, the J-3 determines the sourcing way ahead. This can be an achievable start date or a statement identifying which element of the RFF the FPs were unable to meet. See Enclosure H for a description of the latest arrival date (LAD) shift process.

(13) For immediate RFFs and during a rapidly emerging crisis, the military response should not wait until all information required to deploy initial response forces has been obtained. A VOCO may be used to support the initial response. The SecWar may direct the CJCS, or a representative, to release DEPORDs for specified deployments to accelerate the response. The VOCO from the Joint Staff DJ-3 or other GO/FO authority is passed using the most expedient means.

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(14) All VOCO force requests and sourcing solutions must be recorded in JCRM and the GFMAP annexes as soon as practicable. This documents the force flow for addressing impacts.

(15) VOCO is supportable with forces that are resident within the DoW inventory and task organized for employment. It might not be supportable with nonstandard forces due to organize, train, and equip timelines. Nonstandard requests must include a clearly defined mission statement, CONOPS, METL, etc., to conduct an adequate troop to task analysis. This analysis might not support VOCO timelines.

(16) If sourcing solutions cannot be identified for requested forces, the following procedures are followed:

(a) At 90 days past the requested start date, the CJCS directs the appropriate JFC to justify (including binning data) why the requirement cannot be fully sourced.

(b) Upon receipt of the JFC justification and binning data, and if the requested start date has passed and is no longer achievable, the CJCS may suspend sourcing efforts.

(c) If suspended, the CJCS returns the RFF to the CCDR to review the conditions by which the RFF was originally developed. After review, the CCDR may:

1. Submit an RFF modification with an achievable start date as indicated by the JFC.

2. Submit suitable ILO options with achievable start date to improve sourcing opportunities.

3. Concur with an entry in JCRM and the GFMAP annex for the current FY registering an unfilled demand signal while maintaining sourcing efforts for subsequent years. This is done by annotating the FP as “None” and the number of passengers (PAX) that are being closed without sourcing in JCRM and the GFMAP annex for the current FY FTN.

4. Cancel the RFF if the capability is no longer required.

(17) After review, the CJCS may recommend that the SecWar close the RFF. If the SecWar orders the RFF closed, this is done in JCRM by annotating the FP as “None” and the number of PAX. In the applicable GFMAP annex for the current and future FYs the same entries are done.

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(18) For JIA emergent requirements (JMD request message), the Joint Staff J-35 reviews the Joint Staff JFC sourcing recommendation in draft GFMAP Annex D. Then it submits the annex to the next GFMAP MOD via the Secretary's Orders Book. Once approved, the Joint Staff J-35 releases a MOD to the FY GFMAP Annex D.

ENCLOSURE G

PUBLISH ORDER: GLOBAL FORCE MANAGEMENT ALLOCATION PLAN

1. Global Force Management Allocation Plan Overview. The GFMAP is a SecWar-approved order. It is for a given FY and directs the transfer and attachment of forces and JIAs from FPs to supported CCDRs. It specifies a C2 relationship for a specified period.

a. Global Force Management Allocation Plan Base Order and Annexes. The GFMAP Base Order is the first order for a specific FY that tasks FPs to provide forces supporting CCDR requirements. It is published by the Joint Staff J-3 and consists of a message and annexes. The GFMAP message contains authorities and specific guidance for CCMDs, Services, and DoW agencies. GFMAP annexes have all the information needed for a SecWar order. The GFMAP message directs CCMD JFCs to order forces in subsequent GFMAP Annex Schedules. GFMAP Annexes A, B, C, D, and F are spreadsheets. Several tables in Appendix A to Enclosure G define the spreadsheet columns. More details regarding each JCRM data field, which are cross-referenced in the column tables, are in Enclosure I. GFMAP Annex E is a Microsoft Word document. The GFMAP annexes are:

- (1) Annex A: conventional forces (includes the conventional forces schedule)—Joint Staff JFC.
- (2) Annex B: special operations forces—USSOCOM.
- (3) Annex C: mobility forces—USTRANSCOM.
- (4) Annex D: JTF JMD JIA (includes the additional detail of the Annex D Schedule)—Joint Staff JFC.
- (5) Annex E: CCMD coordinating instructions (accompanies the GFMAP base DEPORD to provide coordinating instructions specific to supported CCMDs and is modified through the year as required)—Joint Staff JFC.
- (6) Annex F: cyberspace forces—USCYBERCOM.
- (7) Annex G: formerly space forces. The allocation of space forces is included in Annex A.
- (8) When the Joint Staff publishes the GFMAP annexes, the CCMD JFCs publish supporting GFMAP Annex Schedules to the GFMAP Annexes B,

C, and F. These CCMD JFC GFMAP Annex Schedules are DEPORDs to the FPs.

b. Annexes and Schedules. The content of SecWar-approved annexes forms the basis of the CCMD JFC GFMAP Annex Schedules. The GFMAP annex transmits SecWar decisions to transfer forces to supported CCDRs. The GFMAP also delegates authority and responsibility for the CCMD JFCs to manage the deployment per the CCMD JFC change authorities specified in reference (a) and to publish authorized changes in the GFMAP Annex Schedules. The Joint Staff JFC documents authorized changes as MODs to the GFMAP Annex A and D.

(1) All CCDRs and FPs support the JFCs planning and transfer forces specified in the GFMAP Annexes A and D and the GFMAP Annex Schedules B, C, and F.

(2) The GFMAP Annexes A and D and GFMAP Annex Schedules B, C, and F task FPs with allocating forces to supported CCDRs.

(3) Unit identification in the GFMAP Annexes and Schedules is only required for major combat formations, such as BCTs, nuclear-powered aircraft carrier (CVN) and USMC BN. Only unit changes to major combat formations require updates to the applicable GFMAP Annex or Schedule.

c. Unit Flexibility. The JFC sourcing recommendation includes the planned unit for the CDR requirement. The unit identified, when the FP nomination was submitted, is a snapshot of the deployment schedule at that time. As units prepare to deploy, schedules remain dynamic. Changes to deployment schedules are caused by additional emergent requirements tasked to FPs, mission completion with force redeployments, challenges in the preparation of units, and other factors.

(1) The GFMAP and the annexes provide SecWar direction to the CCMD JFCs and ordered FPs to identify forces, units, and individuals for deployment.

(2) Unit sourcing below the BCT and major combat formation is visible in the CCMD specified execution TPFDD in JOPES IT. For allocated forces, each ULN must reference the FTN and FTN line number associated with the requested and ordered capability. This associates the force requirement to the supported CDR. It also traces SecWar force allocation authority required for the TPFDD validation process to the GFMAP annexes and the GFMAP Annex Schedules. Reference (cc) details the TPFDD validation process.

d. Global Force Management Allocation Plan Modifications

(1) Modifications Reasons. Modification to a FY GFMAP Base Order is flexibility to adjust the force posture based on updated CCDR requirements. New CCMD missions and operations may require more forces. Completed missions require redeploying forces that are no longer needed.

(2) Modifications Procedures. In response, CCMD JFCs publish MODs to their respective annex schedules. These GFMAP annex MODs, as directed by the SecWar, are published in their entirety and supersede earlier versions. The Joint Staff J-35 posts MODs to the FY GFMAP message and annexes on reference (1). It also posts a consolidated FY GFMAP message and annexes. This gives the JPEC a single spreadsheet for each annex rather than each organization manually consolidating many modifications to the GFMAP, annexes, and schedules.

e. Force Provider and Combatant Command Orders

(1) Force Provider Deployment Orders. All ordered FPs publish DEPORDs implementing the orders in the GFMAP Annexes A and D and in the GFMAP annex schedules.

(2) Combatant Commander Orders. Supported CCDRs issue orders establishing C2 relationships of forces in their AOR.

(3) Orders Continuity. Orders and global sourcing solution messages concerning force allocation requirements must identify FTNs (and FTN line numbers) for forces associated with referenced requirements (or FMTS position numbers for JIAs). All Services and commands must use the FTN, FTN line number, and FMTS position numbers in their respective information systems to facilitate comparing data for the same requirement between systems. Forces and individuals deploying should be able to trace their DEPORDs back to the CCDR requirement and ordered sourcing solution via the FTN and FTN line number or FMTS position number.

f. Reallocation and Force Provider. If a force allocated to a CCDR is subsequently allocated to another CCDR, the ordered FP remains with the assigned CCMD or Military Department Secretary. For example, if a force assigned to CCMD A that is allocated to CCMD B is subsequently ordered to be allocated to CCMD C, CCMD A remains the ordered FP.

g. Internal Rotations. Unless directed otherwise, such as in the order remarks, internal rotations are authorized (see Enclosure E, paragraph 5.b.).

Figures 3 and 4 in Enclosure H depict notional force rotation timelines for departing and incoming units.

h. Force Movement Documentation. CCMDs, Services, and DoW agencies must use JOPES IT to document and execute the movement of forces IAW the deployment guidance in the GFMAP Annexes A and D and the GFMAP annex schedules. Execution guidance is in Enclosure H.

2. Global Force Management Allocation Plan Annexes A through C, and F. The GFMAP annexes and GFMAP annex schedules are spreadsheet files. The GFMAP annex schedules have all the information in the GFMAP annex and all MODs. FPs should reference the GFMAP Annexes A and D and GFMAP annex schedules for the most current and complete orders.

a. Purple Column Headers. Table 5 lists the spreadsheet data columns in the GFMAP Annexes A, B, C, and F (purple column headers labels in the annex file). Current GFMAP annexes are posted on reference (I). The SecWar approves information displayed in the purple columns. The titles in quotes are the corresponding names for the JCRM data fields.

(1) Force Tracking Number. The FTN for the CCDR requirement is in the first column.

(2) Force Tracking Number Line Number. The FTN line number is in the second column. FTN line numbers are assigned to each recommended and ordered “part” (such as different FPs or different rotations) of a sourcing solution. When paired with the FTN, a line number uniquely identifies the ordered sourcing solution. The CCMD JFC recommendation FTN line number enables the GFMAP Annexes A, B, C, and F to have unique lines for each rotation or for each ordered “part” of a sourcing solution for the FTN. For example, a rotation of USA AC and USA RC forces have two-line numbers (one and two). The second rotation might have line numbers three and four. More than one line number can either represent multiple rotations or separate partial sourcing solutions with more than one FP.

(3) Operation. The primary operation for the force requested in the FTN.

(4) Supported Combatant Commander. The CCDR who submitted the requirement and assumes OPCON of the allocated force, unless another C2 relationship is specified in the “JCS Notes/Remarks” field.

(5) Capability Type. The capability type is the nomenclature of the requirement identified by the supported CCDR in the FTN.

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(6) Number or Presence. The number or presence is the amount of forces deploying to meet the requirement as stated in the FTN. Usually this is “one,” indicating a whole solution, except when there are multiple or partial sourcing solutions. Partial sourcing of a requirement is shown by a decimal number representing the percentage sourced.

(7) Sourcing Combatant Commander, Services, or Agency. The sourcing CCDR, Service, or agency is the organization being ordered to deploy the force to meet the requirement.

(8) Prepare To Deploy Order (Days). The number of days the unit must be ready to deploy upon receipt of order to deploy (or activation order). Units ordered on PTDO status goes from the start date to the end date. PTDOs are ordered in the same manner as other requirements with the exception that the start date and end date designate the PTDO period.

(9) Start Date (LAD or In-CHOP (Maritime) or Beginning of PTDO Status). The ordered start date is the date the force is directed to transfer to the supported CCMD. Physically deploying forces transfer when personnel and equipment arrives in the supported CCDR’s AOR to begin JRSOI, normally at the POD. For many forces this closely corresponds with the LAD. Forces must arrive or depart plus or minus 10 days from the ordered start or end date (reference (a)). For most naval forces, this specifies the numbered fleet AOR in-CHOP (AOR entry) date. FPs and supported CCDRs should reference the GFMAP Annexes A and D and its annex schedules to determine the ordered start date.

(10) End Date (Out-CHOP (Maritime) or End of PTDO Status). This is normally the last day the forces are in the ordered AOR. For naval forces, this specifies the AOR out-CHOP date.

(11) Location and Country. The location and country are the location and country specified by the supported CCDR in the FTN.

(12) Joint Chiefs of Staff Notes and Remarks Field. The GFMAP “JCS Notes/Remarks” field includes the details of tasking contained in that row of the recommended sourcing solution. The FP nomination and CCMD JFC recommendation should include recommended wording in the JCRM “Order CJCS Order Remarks” data field that become the JCS notes and remarks comments in the GFMAP annex. This can include amplifying guidance for C2 relationships, or other directive information. This field can hold the activation authority for a PTDO (supported CCDR or SecWar) and any notification instructions. The SecWar is the PTDO activation authority when no other

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activation authority is specified. Additionally, the remarks must explain any partial solution ordered by clearly stating what is, and what is not, sourced.

(13) Joint Force Coordinator. The Joint Staff assigned Joint force coordinator for that requirement.

(14) Modification Number. The CJCS GFM MOD is the GFMAP modification number in which the FTN and FTN line number were allocated.

b. Yellow Column Headers. Additional data fields (yellow column headers in the annex file) with each Annex Schedule is shown in Table 6. The pertinent JFC approves the information displayed in yellow columns. The titles in quotes are the corresponding names for the JCRM data fields.

c. Gray Column Headers. Table 7 shows additional information (gray column headers in the annex file) provided with each GFMAP Annex A, B, C, and F sourcing solution. Gray columns display additional data from the sourcing recommendation in JCRM. The titles in quotes are the corresponding names for the JCRM data fields.

3. Reading Global Force Management Allocation Plan Annex D. Table 8 shows the columns and information labels in the GFMAP Annex D spreadsheet. Directions on how to read GFMAP Annex D are provided below:

a. Columns A through E. Lists JIA requirements by supported CCMD, FMTS activity number, activity (specific JMD or JTF), NATO identification (ID) (if applicable), and FMTS position number (columns A through E).

b. Columns F and G. The ordered column (column F) indicates whether an FP has been ordered by the SecWar to source the requirement. The ordered FP is indicated in column G.

c. Columns H through K. Provides details as to the position title, grade, clearance, and skill code of the requirement.

d. Column L. Indicates the skill category of the requirement from a joint sourcing perspective. The skill category groups like requirements by function (e.g., intel, PA, security, and logistics).

e. Column M. Indicates the job code (DoW occupational code) that corresponds to each skill code.

f. Column N. Indicates the required tour length.

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g. Column O. Indicates the LAD. Requirements listed as rotational are continuing from the previous FY when the ordered FP continues providing JIAs according to the current rotation.

h. Column P. Indicates the ordered end date for the FP to source the requirement.

i. Column Q. Includes additional instructions and requirements pertinent for FPs when sourcing the position. Specific positions filled only by RC or civilian volunteers are indicated with a remark in this column.

j. Column R. Indicates the department within the JMD.

k. Column S. Indicates the location.

l. Column T and U. Indicate which GFMAP modification number ordered, changed, or deleted the requirements.

m. Column V. Includes any additional notes pertinent to an ordered, changed, or deleted requirement.

4. Coordinating Instructions

a. Command Relationships. The SecWar directs the transfer of forces and individuals to the supported CCMD in the GFMAP annexes. The GFMAP annexes also specify the SecWar-directed operational command and control relationships for the supported CCDRs to exercise over allocated forces and individuals. IAW reference (x), except for COCOM, CCDRs have the discretion to delegate all or some of the authorities inherent in the specified command relationship to subordinate commanders. Unless otherwise specified in the GFMAP or in a separate SecWar-approved order, command relationships are as follows:

(1) Deploying Forces. Unless otherwise specified, supported CCDRs accept deploying forces and exercise OPCON, or other specified command relationship, upon arrival in their AOR. CCDRs relinquish OPCON, or other command relationship of redeploying forces when they depart their AOR.

(2) Forces Employed-in-Place. Forces that do not physically deploy transfer on the ordered start date and the supported CCDR exercises the specified command and control relationship immediately upon the transfer. These forces transfer back to the force provider on the ordered end date and the supported CCDR relinquishes OPCON, or other command relationship.

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(3) In the USNORTHCOM AOR, forces deploy and redeploy to and from a joint operations area (JOA). CDRUSNORTHCOM assumes OPCON of allocated forces upon arrival in the JOA and relinquishes OPCON, or other specified command relationship, when they depart the JOA. CDRUSELEMNORAD assumes OPCON of allocated forces upon arrival at the designated operating location. This can be the home station of the unit or as specified in the CJCS remarks in the respective GFMAP annex.

(4) Forces supporting NATO. Supported CCDRs assume OPCON of deploying forces supporting NATO and, if directed in the “JCS Notes/Remarks” field, transfer appropriate authority to the appropriate NATO commander. The specified C2 relationship is included in the CJCS order remarks in the respective GFMAP annex and the SecWar-approved FORCEPREP Order.

(5) The Secretaries of the Military Departments and the USCG Commandant that are providing forces deploy and attach forces to the supported CCDR. The supported CCDR exercises OPCON, or other command relationship if specified, of attached forces upon arrival in their AOR. Upon redeployment, supported CCDRs transfer and relinquish C2 (e.g., OPCON or TACON) of forces when they depart their AOR.

b. Individual Personnel Reassignment. Secretaries of the Military Departments have the authority to reassign individuals from one CCDR assigned unit to another unit. Such reassignments must not degrade the originating unit capability below the former CCDR’s mission requirements as measured by Service readiness reporting. Service components coordinate individual reassignments between CCDRs’ assigned and allocated units. Contentious individual taskings are resolved between the CCDR and Military Department Secretary.

c. Deployment Destinations and Force Flow. Deployment destinations and force flow may be modified by the supported CCDRs based on the current situation in their AOR. CCDRs must seek SecWar approval via the appropriate JFC when combat forces at the BN or squadron level or above are moved from one SecWar-named operation or campaign plan to another. SecWar approval is also required if re-missioning forces has strategic implications. It is the responsibility of the CCDRs to ensure required training is given to the force due to the change in location.

(1) When moving units between named operations or changing their mission, the supported CCDRs must send an organizational message requesting to remission the force. The message is to the Joint Staff, the appropriate JFC, FPs, Military Departments, Service HQ, SFP and the

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supporting CCDR. CCDRs must provide a minimum of 21-day notice prior to re-missioning to allow for review and comment.

(2) The JFCs update draft GFMAP annexes for changes to forces moved from one SecWar-named operation or campaign plan to another. Upon SecWar approval and the Joint Staff J-35 posting the GFMAP Annex MOD, the CCMD JFCs publish a MOD to the GFMAP Annex Schedules.

5. Supplemental Guidance for Maritime Forces

a. Area of Responsibility Change of Operational Control Dates. Unless specified in GFMAP Annex A, homeport depart and return dates are at the discretion of the naval service and are coordinated with the Joint Staff JFC to meet scheduled CHOP dates. Changes to AOR CHOP dates that affect scheduled homeport depart or return dates require naval service concurrence.

b. Transitory Presence. Transitory presence within an AOR counts towards meeting overall presence levels.

c. Service-retained Maritime Forces. Service-retained maritime forces conducting Service training, maintenance, or other Military Department Secretary responsibilities in sections 7013, 8013, or 9013 of reference (w) in a CCMD's AOR do not transfer to that CCMD, unless directed. Service-retained maritime forces are transferred to a CCMD to conduct operational missions in the CCMD's AOR, including deployed transiting forces, unless otherwise directed. The SecWar direction to transfer forces is communicated in the GFMAP annex.

d. Maritime Weapons Management. Commander, USFFC is the SecWar-designated TLAM and SM-3 missile inventory manager. Published numbers in the GFMAP Annex A for these assets are minimum presence amounts. USFFC selects storage locations to optimize allocation and direct missile loads for deploying ships and submarines. USFFC may go beyond the ordered presence amount to manage inventories, as needed.

6. Supplemental Guidance for Commander, U.S. Special Operations Command. CDRUSSOCOM is granted specific authorities to deploy SOF in EXORDs.

7. Joint Force Coordinator Global Force Management Allocation Plan Change Authorities. Reference (a) contains the SecWar authorities delegated to the JFCs to make changes to the GFMAP. These change authorities are subject to the concurrence of affected CCDRs, FPs, and Military Departments or Services. The JFCs must forward nonconcurs to the Joint Staff J-35 for inclusion in the

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Secretary's Orders Book. Authorities not explicitly granted to the JFCs require SecWar approval.

a. Force Substitution. The JFCs are granted the authority to substitute one capability with another to provide similar capability. If the substitution changes the FP for a force BN or squadron size or above or those that have strategic implications, changes require SecWar approval to modify GFMAP annexes. Changing sourcing between components (i.e., AC or RC) also requires SecWar approval.

b. Force Provider Changes. The JFCs are authorized to change the GFMAP ordered force provider for force requirements smaller than BN or squadron size that do not have strategic implications. All affected FPs, Military Departments or Services, and CCMDs must concur. These changes are ordered in MODs to the GFMAP Annex Schedules or GFMAP Annexes A or D. This additional authority allows the JFCs to minimize risk by quickly identifying and ordering new force providers in response to reclaims.

c. Flag or Pennant Substitution. The JFCs are granted the authority to substitute one unit with another unit for force requirements smaller than BN or squadron size that do not have strategic implications.

d. Start and End Date Compliance. Supported CCDRs and FPs must comply with the ordered start and end dates specified in GFMAP Annexes A and D, and GFMAP Annex Schedules B, C, and F. Forces are directed to transfer to the supported CCDR on the ordered start date. The supported CCDR is directed to transfer forces and relinquish C2 on the ordered end date. Forces that physically deploy must arrive in or depart the AOR plus or minus 10 days from the ordered start or end date. This 10-day variance allows supported and supporting CCDRs, FPs, and Services to coordinate movement of forces and related transportation timing and support requirements as appropriate.

e. Start and End Date Changes. The JFCs are granted the authority to change ordered start and end dates less than or equal to 30 days to align force rotation and turnover correctly within the following limits:

(1) For forces smaller than BN or squadron size that do not have strategic implications, the JFCs are authorized changes less than or equal to 30 days from the SecWar approved ordered start or end date to the GFMAP annexes.

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(2) Changes to ordered start and end dates for all units at the BN or squadron size or above, or for units that have strategic implications, require SecWar approval.

(3) Start and end date changes that extend a deployment greater than 365 days, or greater than 30 days beyond a deployment that is less than or equal to 365 days, require SecWar approval.

(4) The JFCs are authorized to change PTDO start and end dates less than or equal to 30 days from the SecWar-approved PTDO start or end date. Changes to PTDO response times require SecWar approval.

(5) All start and end date changes are ordered in respective GFMAP annexes and schedules.

(6) Ordered date change request messages should be submitted NLT 90 days prior to the start or end date being submitted for change.

f. Joint Individual Augmentee Substitutions. For JIA and ad-hoc requirements, the Joint Staff JFC, in coordination with the FP, recommends substitutions. This can be based on grade, skill, security clearance, tour length, billet title, remarks, or activity. Unless specifically prohibited by the supported CCDR in the requirement description, grade level substitutions can be made up or down one pay grade without seeking CCDR concurrence. Pay grade substitutions more than one pay grade must have CCDR concurrence. The Joint Staff JFC is granted authority to cancel JIA and ad-hoc tasking to FPs based on supported CCDR reductions of JIA and force requirements. The Joint Staff J-3 publishes all changes in the GFMAP annexes.

g. Reserve Component Substitutions. RC forces are subject to the following restraints IAW references (a) and (uu):

(1) CCDRs do not have the authority to unilaterally extend the deployment or operational mission length of an RC unit or member, even if replacement forces for that unit or member have not arrived as scheduled. This authority remains exclusively with the Secretaries of the Military Departments and the Secretary of War.

(2) CCDRs do not have unilateral authority to adjust the employment or operational mission start date of an RC unit or member earlier or later than the originally approved start date. This authority remains exclusively with the Secretaries of the Military Departments and the SecWar.

h. Annexes and Schedules Change Procedures. Procedures to initiate changes to the GFMAP annexes and Schedules are further discussed in Enclosure H.

8. Global Force Management Allocation Plan and Other U.S. Government Departments and Agencies. The GFMAP allocates forces from one CCDR, Military Department Secretary, or a Director of DoW Agency to the supported CCDR. In some instances, USG departments and agencies outside the DoW might have a capability that can meet the needs of a CCDR stated force requirement. When a non-DoW department or agency commits to sourcing a CCMD operational force requirement, the sourcing of the requirement is documented in a GFMAP annex. The GFMAP communicates to the supported CCDR the sourcing of a requirement from a USG agency. The SecWar does not have authority over other USG departments and agencies. The GFMAP annexes and GFMAP Annex Schedules do not have the power of an order for these instances.

9. Exercise Forces. Exercise forces are normally not included in the GFMAP. Units normally deploy to exercises by Service orders under the title 10 authority of the Military Department Secretaries to train forces, since exercises supplement the units' training. Unless otherwise specified by the SecWar, a CCDR has TACON for exercise purposes whenever forces not assigned to that CCMD undertake exercises in that CCMD's AOR. In the USNORTHCOM AOR, this applies to forces sourced to participate in joint exercises using the exercise sourcing process detailed in reference (ff). TACON for exercises begins when the forces enter the AOR and terminates upon departure from the AOR at the completion of the exercise. In the USNORTHCOM AOR, TACON for exercise purposes begins when forces enter the exercise operating area and terminates when forces leave the operating area. In this context, TACON is directive authority over exercising forces for purposes relating to that exercise only; it does not include authority for operational employment of those forces. IAW references (a) and (e), this provision for TACON normally does not apply to USCYBERCOM, USTRANSCOM, U.S. Strategic Command (USSTRATCOM), or USSPACECOM assets. When USCYBERCOM, USTRANSCOM, USSTRATCOM, or USSPACECOM forces deploy to a CCMD's AOR, they remain assigned to and under the control of their respective deploying CCDR, unless otherwise directed.

10. Military Department Secretary and Combatant Commander Force Transfer Authorities. IAW reference (a), and subject to the constraints specified below, Secretaries of the Military Departments are granted authority to transfer forces assigned to the Secretary of the Military Department to a CCMD or USELEMNORAD for up to 60 days. CCDRs and CDRUSELEMNORAD are granted authority to transfer assigned or allocated forces to another CCMD or

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USELEMNORAD for up to 60 days except as specified in reference (a) for foreign disaster relief operations and air mobility force transfer authorities. This SecWar-delegated authority to allocate forces is for time-critical crisis response and is not to be used to circumvent the normal GFM allocation process. CCDRs and CDRUSELEMNORAD use the normal GFM allocation process for routine and urgent requirements. Under this authority, the requesting CCDR exercises TACON of the transferred force. Secretaries of the Military Departments, CCDRs, and CDRUSELEMNORAD may exercise this authority to execute specific missions or operations that the requesting CCDR or CDRUSELEMNORAD has the existing authority to execute. The intent of delegating this authority to allocate forces for an initial crisis response is to provide CCDRs or CDRUSELEMNORAD additional flexibility in responding to trans-regional, multi-functional, and multi domain crises. A CCDR's or CDRUSELEMNORAD's authority to transfer an assigned or allocated force to another CCDR may be delegated only to the Deputy CCDR. Secretaries of the Military Departments may delegate authority down to the Under Secretary or Service Chief. Exercising this authority requires subsequent notification to SecWar, via the CJCS, to ensure future GFM decisions are made with an understanding of the current disposition of employment of forces. The authority in this paragraph is in addition to authorities granted in other EXORDs or guidance and does not apply to exercising delegated force transfer authorities in previously issued EXORDs or guidance.

a. Force Transfer Authority Limitations. The authority under this paragraph to transfer forces between Services, CCMDs, and USELEMNORAD is subject to all the following limitations:

(1) Concurrence of all affected Military Department Secretaries, CCDRs, and CDRUSELEMNORAD. Concurrence may be delegated only to the Deputy CCDR, Under Secretary, Service Chief, or Vice Service Chief.

(2) The size of forces transferred under this authority should be the minimum necessary to execute the specific mission.

(3) The requesting CCDR or CDRUSELEMNORAD has existing authority to execute the operation for which the force or capability has been requested.

(4) SecWar-approved authorities and funding sources exist to support the request.

(5) A Military Department Secretary, CCDR, or CDRUSELEMNORAD may transfer forces to another CCDR or CDRUSELEMNORAD for a maximum

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of 60 days without additional SecWar approval. As soon as a CCDR determines the force is needed past 60 days, they must submit an RFF.

(6) The transfer of forces must not affect future deployments, redeployments, and PTDOs already ordered in the GFMAP.

b. Force Transfer Authority Procedures. The following standard procedures for temporarily transferring forces to another CCDR or CDRUSELEMNORAD are followed to exercise this authority:

(1) The requesting CCDR or CDRUSELEMNORAD coordinates with the affected CCDRs, or CDRUSELEMNORAD, and Military Department Secretaries. As soon as practicable, the requesting CCDR should inform the Joint Staff J-3 of ongoing coordination.

(2) The requesting CCDR or CDRUSELEMNORAD and the providing military Department Secretary, CCDR, or CDRUSELEMNORAD conduct a legal sufficiency review.

(3) If there is concurrence with all affected CCDRs or CDRUSELEMNORAD and the affected Military Department Secretaries, the providing Military Department Secretary, CCDR, or CDRUSELEMNORAD issues an order to effect the transfer of the force to the requesting CCDR or CDRUSELEMNORAD. The order specifies both the mission and expected duration, and references concurrence from the affected CCDRs, CDRUSELEMNORAD, and the applicable Military Department Secretary. This order is the initial formal written notification to the chain of command that forces have been transferred using the SecWar's authority to allocate forces. The order is transmitted in AMHS, and the addressees on the order include:

- (a) SecWar.
- (b) CJCS.
- (c) USW(P).
- (d) Deputy Assistant Secretary of War for Plans (DASW(P)).
- (e) ASW(SO/LIC) for SOF.
- (f) USW(P&R).
- (g) Principal Deputy Assistant Secretary of War for Readiness.

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- (h) DoW OGC.
- (i) Joint Staff J-3.
- (j) OCJCS/LC.
- (k) JFCs.
- (l) Affected CCDRs and CDRUSELEMNORAD.
- (m) Affected Service Chiefs and Service HQs.

(4) The Joint Staff J-3 notifies the CJCS and SecWar if there are any concerns with the forces being transferred.

(5) As soon as practicable, the requesting CCMD or USELEMNORAD must:

(a) Establish a requirement in JCRM, with the concept of operations.

(b) Submit an organizational message in AMHS in RFF format. The message contains the same addresses as the initial order. This message completes the formal written notification of DoW leadership of the use of this delegated authority.

(6) The JFC draft updates to the appropriate GFMAP annex and submit the changes for the next available Secretary's Orders Book. This records the transfer of the force in the GFMAP.

(7) The requesting CCDR or CDRUSELEMNORAD must submit an RFF for allocation for force requirements when it is known that the force is needed beyond 60 days. An RFF is also necessary when there is a change in the scope of the authority for the requirements initially sourced that are immediately expected to exceed the 60-day limit.

(8) The providing CCDR or CDRUSELEMNORAD maintains COCOM of assigned forces or OPCON of allocated forces (if OPCON was previously designated in the GFMAP).

11. Joint Force Coordinator and Service Force Transfer Standard Procedures. Some EXORDs (and other SecWar-approved guidance) include a delegation of authority to the CCMD JFCs, (CDRUSSOCOM, CDRUSTRANSCOM, CDRUSCYBERCOM) and the Military Department Secretaries to transfer

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assigned or Service-retained forces to CCDRs or CDRUSELEMNORAD to support specific mission requirements. IAW reference (a), the following are standard procedures to exercise the SecWar delegated authorities in multiple EXORDs or other SecWar guidance.

a. Coordination. The requesting CCMD, or USELEMNORAD, must coordinate with the JFC or Service and other affected CCMDs at the J-3 level or higher.

b. Legal Review. The requesting CCMD or CDRUSELEMNORAD and the providing Service or CCMD conduct a legal sufficiency review.

c. Concurrence by All. If there is concurrence by all affected CCDRs or CDRUSELEMNORAD, the CCMD JFC or Service issues an order to effect the transfer of forces. The order specifies the mission, duration, and command relationships (as constrained by the authorities in the applicable EXORD) relinquished to the supported CCMD. This order is the initial formal notification to the chain of command that forces have been transferred using the SecWar's authority to allocate forces. The addressees on the order include:

- (1) SecWar.
- (2) CJCS.
- (3) USW(P).
- (4) DASW(P).
- (5) ASW(SO/LIC) for SOF.
- (6) OGC.
- (7) Joint Staff J-3.
- (8) OCJCS(LC)
- (9) The appropriate JFC.
- (10) Affected CCMDs and USELEMNORAD.
- (11) Affected Service Chiefs and Service HQs.
- (12) Any Joint Staff J-Dir or office required by the EXORD.

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d. Transfer Concern Notifications. The Joint Staff J-3 notifies the CJCS and SecWar if there are any concerns with the forces being transferred.

e. Recording Transfers. As soon as practicable the requesting CCMD or USELEMNORAD establishes a requirement in JCRM, submits a record message in RFF format in AMHS, and provides the Joint Staff J-3 and the appropriate JFC a detailed concept of operations. The message contains the same addresses as the initial order. This message completes the formal notification of DoW leadership of the use of this delegated authority.

f. Orders Update after Transfers. The appropriate JFC drafts updates to the appropriate GFMAP annex and submits the changes for the next available Secretary's Orders Book.

12. Foreign Disaster Relief Operations. IAW reference (a), following SecWar or DepSecWar approval of a foreign disaster relief (FDR) mission and Overseas Humanitarian, Disaster, and Civic Aid funding IAW reference (vv), the supported CCDR may coordinate directly with FPs and other CCDRs for required support beyond assigned or already allocated forces.

a. Force Transfers for Foreign Disasters. The SecWar authorizes CCDRs to transfer requested forces supporting FDR operations to a supported CCDR who exercises OPCON of those forces for up to 30 days, without additional SecWar approval. A CCDR may delegate this authority to transfer forces only to the Deputy CCDR. CDRUSTRANSCOM retains OPCON of assigned mobility forces but may provide forces to supported CCDRs in a supporting relationship. If the deployment of forces under this authority significantly degrades the supporting CCMD's ability to respond to contingencies in AOR, the supported CCDR must seek separate SecWar approval through the CJCS for the transfer of forces.

b. Military Departments Transfer for Foreign Disasters. The SecWar also authorizes the Military Department Secretaries to transfer requested forces for FDR operations to the supported CCDR, who would exercise OPCON for up to 30 days, without additional SecWar-approval. The Military Department Secretaries may delegate this authority to transfer forces only to an Under Secretary or to a Service Chief. If the deployment of forces under this authority significantly degrades the readiness of particular capabilities, the Military Department Secretary concerned must notify the SecWar and the CJCS prior to providing these capabilities to the supported CCDR.

c. Foreign Disaster Relief and Future Deployment. The deployment of forces to support FDR operations under these authorities must not affect future deployments already ordered in the GFMAP. The size and scope of

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forces transferred under this authority should be the minimum necessary to execute the SecWar- or DepSecWar-approved tasks supporting the FDR operation.

d. Foreign Disaster Relief Documentation. Prior to a force deploying to the FDR mission, supported CCDRs must document deployments with the generation of an FTN in JCRM and a record message in RFF format sent via AMHS. This deployment must be included in a subsequent modification to the appropriate annex of the GFMAP that captures the deployment and transfer (or attachment) of forces.

e. Subsequent Requests for Forces. Supported CCMDs must submit an RFF for requirements beyond the scope of this authority. These include requirements not readily obtained from FPs or supporting CCDRs, or for those that exceed the 30-day limit.

13. Air Mobility Forces Transfer Authority. IAW reference (a), with concurrence by all affected CCDRs, the SecWar authorizes CCDRs and CDRUSELEMNORAD authority to transfer assigned or allocated tanker (KC-135, or KC-46) and cargo airlift (C-5, C-17, or C-130) aircraft, patient movement, and air mobility contingency response (groups, teams and elements) forces to another CCDR or CDRUSELEMNORAD to execute short-duration (up to 30 days) air refueling or intra-theater airlift, patient movement, or aerial port operations (C2, maintenance, opening and closing missions). With concurrence of all affected CCDRs, this may be extended for an additional 30 days (up to 60 days total). CCDR or CDRUSELEMNORAD concurrence may be delegated to the CCMD J-3, CCMD Air Force Service component commander, or Service component director of operations. Transfer of forces beyond 60 days requires an RFF.

a. Air Mobility Transfers Procedures. Transfers of air mobility forces may be requested and granted verbally, via e-mail, Air Refueling Management System (ARMS) requests, Single Mobility System (SMS) requests, or general text (GENTEXT) messages. Approved requests must be documented in ARMS, SMS, GENTEXT message, the Global Decision Support System (GDSS), or the gaining command's air tasking order (ATO).

b. Air Mobility Command Relationships. To affect the transfer, the providing CCMD issues an order through ARMS, SMS, GDSS, ATO, or by GENTEXT message and delegates TACON to the requesting CCDR or CDRUSELEMNORAD.

c. Air Mobility Transfer Limitations. This authority does not extend beyond the duration of individual missions and may only be extended beyond the

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gaining CCMD's AOR boundaries with concurrence of all affected CCDRs or their authorized delegates, if delegated.

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Enclosure G

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APPENDIX A TO ENCLOSURE G

GLOBAL FORCE MANAGEMENT ALLOCATION PLAN SPREADSHEETS

1. Data Field Labels in Global Force Management Allocation Plan Annexes A, B, C, and F. Table 5 shows the spreadsheet column letter, the GFMAP label, and the corresponding JCRM field name. These are the purple heading columns in the spreadsheet file.
2. Additional Data Field Labels in Joint Force Coordinator Annex Schedules. Table 6 shows additional columns that are yellow in the spreadsheet file.
3. Additional Information for Annexes A, B, C, and F. Table 7 shows additional columns that are in the annexes. These columns have gray headers.
4. Global Force Management Allocation Plan Annex D Columns. Table 8 shows columns that are only in Annex D.

	GFMAP Label	JCRM Field		GFMAP Label	JCRM Field
A	FTN		I	Start_Date (LAD/INCHOP/PTDO)	Order Start Date
B	FTN Line Number	JFP/C FTN Line Num ³	J	End_Date (BOG/OUTCHOP/PTDO) ⁴	Order End Date
C	Operation		K	Location	Order Deployment Location
D	Supported CCDR	Order Combatant Command	L	Country	Ordered Country
E	Capability Type	Nomenclature	M	JCS Notes/Remarks	Order CJCS Order Remarks
F	Number/Presence	Order Amt	N	JFC	Order JFP
G	Sourcing CCDR/Service/Agency	Order CCMD/Service/Agency	O	CJCS GFM Mod ⁵	Order Mod Name
H	PTDO (Days)	Order PTDO Days			

Table 5. Data Field Labels in Global Force Management Allocation Plan Annexes A, B, C, and F

³ "JFP/C" is a legacy label for what are all now JFCs.
⁴ "BOG" is a legacy term meaning "boots on the ground."
⁵ "Mod" refers to the order modification.

	GFMAP Label	JCRM Field		GFMAP Label	JCRM Field
P	Sourcing Component	Order Component	S	Service	JFC Service
Q	JRC		T	Sourcing Compo (AC/Res/Guard)	Order Component
R	RFFID				

Table 6. Additional Data Field Labels in Joint Force Coordinator Annex Schedules

	GFMAP Label	JCRM Field		GFMAP Label	JCRM Field
U	Supported Subordinate Command	Order Subordinate Command	AJ	Joint Solution	JFP/C Joint Force
V	Joint Priority		AK	In-Lieu-Of Solution	
W	Unit Name	JFP/C Unit Name	AL	Ad-Hoc Solution	
X	UIC	JFP/C UIC	AM	Service Red Line Violation	
Y	Non-standard Y/N		AN	Home Station	
Z	PTDO Requested	PTDO	AO	Home State	
AA	Requested PTDO Response Time	PTDO Response Time	AP	Request for Assigned Force	
AB	PTDO (Days/Hours)	PTDO Response Type	AQ	06 Name	
AC	Ordered PAX		AR	06 Date	
AD	Requested Number/Presence	Req Amt	AS	Nomination Rescinded	
AE	Requested PAX	Est PAX	AT	Superseded Row	
AF	Requested Internal Rotation	Internal Rotations	AU	Requirement Type	
AG	Joint Staff Binning	JFP/C Joint Staff Binning	AV	Mission	
AH	DWELL	JFP/C Dwell	AW	Capability	
AI	BOG DWELL	JFP/C D2D Ratio	AZ	Aircraft Type	JFP/C Aircraft Type

Table 7. Additional information for Annexes A, B, C, and F

	GFMAP Label		GFMAP Label
A	Supported CCMD	L	Skill Category
B	FMTS Activity	M	Job Code
C	Activity	N	Tour Length
D	NATO ID	O	LAD
E	Position	P	End Date
F	Ordered	Q	Remarks
G	Force Provider	R	Department
H	Billet Title	S	Location
I	Grade	T	Joint Staff MOD
J	Clearance	U	JFC MOD
K	Skill Code	V	Notes

Table 8. Global Force Management Allocation Plan Annex D Columns

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Appendix A
Enclosure G

ENCLOSURE H

DEPLOYMENT EXECUTION

1. Deployment Orders. GFMAP Annexes A and D and GFMAP annex schedules allocate forces and individuals to supported CCDRs. All CCMDs and FPs publish DEPORDs or other orders implementing the SecWar's orders.

a. Statutory Foundation. IAW section 164 of reference (w), each CCDR establishes the operational command and control relationships (e.g., OPCON or TACON) for assigned and attached forces (reference (x)) and subordinate commanders (e.g., JTF CDRs and Service component, or functional CDRs). Reference (x) explains command and control relationships.

b. Combatant Command Orders. JCRM enables the CCDR to specify OPCON and TACON command relationships with subordinate commands and include CCDR remarks for each allocated force in the GFMAP annexes by FTN and FTN line number. The CCDR can use the JCRM query to produce CCDR GFMAP DEPORD annexes.

2. Force Rotations

a. Ordered Start Date. Allocated forces are directed to transfer to the supported CCMD on the ordered start date. Unless otherwise directed, FPs may conduct routine rotation of forces, as required, but must sustain the capability for the entire duration and during RIP/TOA of any routine rotations. Reference (ww) discusses deployment planning.

b. Employed-in-Place Forces. Rotation planning for forces employed in place must account for a turnover to give the incoming unit the opportunity to integrate into the operations and be ready to assume the mission at the TOA.

c. Deploying Forces. Rotation planning for deploying forces is more complex and must account for the entire JRSOI timeline explained in reference (ww). Reference (cc) details the movement planning timeline. The FP must plan for the relieving unit's arrival in the CCMD's AOR in sufficient time to allow JRSOI so the unit is ready to assume the mission at TOA. Following TOA, the relieved unit commences redeployment (reception, staging, onward movement, and integration) activities and redeploys from theater. The force transfers to the FP when it leaves the CCMD's AOR. FPs and CCMDs must closely coordinate on timing of rotating forces.

d. Deployment Dates. There are multiple dates used in planning a rotation, all of which are noted in JOPES IT and JCRM to enable allocation and

the direct transfer of forces. Reference (cc) defines the movement and deployment dates in JOPEs IT, while Enclosure I defines the dates for allocation in JCRM. In a force rotation, these dates have relationships but are not synonymous. Figure 3 depicts a notional rotation of deployed forces with the dates overlaid provided as a framework for force rotation planning.

3. Mobilization. The Services implement both voluntary and involuntary mobilizations ordered by the SecWar according to their Service-specific procedures and guidance from references (xx) and (uu).

4. Documenting for Orders. All orders for allocated forces must identify the FTNs, FTN line numbers, and, if applicable, FMTS position numbers associated with the force or JIA. To facilitate data sharing between systems, all organizations must use FTNs, FTN line numbers, and FMTS position numbers to the greatest extent possible in their processes, orders, and tools.

5. Prepare to Deploy Orders

a. Rationale. CCDRs may request forces to be placed on PTDO to respond to rapidly emerging crises. PTDO response time is the number of days the unit is required to be ready to deploy upon receipt of orders. This determines the level of personnel, training, and equipment the unit maintains in a ready to load status for an operational mission.

b. Procedures. PTDOs are ordered in the same manner as other requirements, with the following exceptions:

(1) FPs are ordered to have a unit on PTDO status beginning on the ordered start date and ending on the ordered end date.

(2) The GFMAP annex and GFMAP Annex Schedule state the number of days in which a unit must deploy once activated (PTDO response time).

(3) The “JCS Notes/Remarks” field in the GFMAP annex states the authority to activate the PTDO and deploy the unit. Unless otherwise stated, the activation authority is the SecWar.

c. Activation Procedures. The ordered FP must have a force trained and ready to deploy within the PTDO response time specified by the PTDO days field in the GFMAP annex. If a CCDR requests PTDO activation, the procedures below are followed:

(1) If the PTDO activation authority is the SecWar, the supported CCDR must forward an organizational message transmitted via AMHS to the Joint

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Staff, ordered FP, and request activation of the PTDO unit. The message references the ordered FTN and FTN line number.

(a) The Joint Staff J-35 validates the request and tasks a JFC to staff it with the ordered FP and Service HQ. The tasked JFC drafts a GFMAP annex MOD directing the FP to deploy the unit.

(b) Upon SecWar approval, the JFC publishes a GFMAP annex or GFMAP Annex Schedule MOD. The FP directs the force to deploy within the number of days specified.

(2) If the CCDR has authority to activate the PTDO, the CCDR must send an organizational message via AMHS directing the deployment of the PTDO force. The message is "TO" the FP, Joint Staff J-3, and JFC and "INFO" to the SecWar, CJCS, and applicable CCMDs and Service HQs. The order references the FTN and FTN line number in the GFMAP.

(a) The Joint Staff J-35 ensures the SecWar is notified as soon as practicable, but NLT 72 hours after activation.

(b) The JFC provides the Joint Staff J-35 JOD-GFM with a draft GFMAP annex indicating the PTDO has been activated for the FTN and FTN line number. The Joint Staff J-35 also posts amended GFMAP annex and the CCMD JFC posts an amended GFMAP annex schedule.

(c) The FP orders the deployment upon receipt of the CCDR message directing activation of the PTDO and deploys the unit within the time specified in the original GFMAP annex or GFMAP annex schedule.

(3) The SecWar may direct the CJCS to direct activation of the force on PTDO to accelerate the response. VOCO may be used during a rapidly developing crisis.

6. Redeployment Order. Redeployment orders (REDEPORDs) are organizational messages transmitted via AMHS and sent to the SecWar, CJCS, Joint Staff J-35 (and other J-3 Deputy Directorates as appropriate), JFCs, Services, and relevant FPs. The REDEPORD cancels all, or part, of a force requirement. In the force deployment process, a unit deploys and, at the end of the mission, redeploys. If the mission is enduring, the incoming unit arrives and conducts JRSOI and TOA, or turns over responsibility for the mission, with the outgoing unit before the outgoing unit redeploys. In the allocation process, CCDRs manage force requirements. No CCDR REDEPORD is required to conduct a standard rotation or for a unit to redeploy at the end of a rotation ordered in the GFMAP annexes or the GFMAP annex schedules.

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a. Redeployment. CCDRs command assigned and attached forces and manage the force requirements for future forces. When a unit, portion of a unit, or future rotations for a force are no longer required due to end of mission, the CCDR must order the unit or portion of a unit to redeploy. The REDEPORD notifies the force providing community that the unit is being redeployed and the requirement is no longer needed. Likewise, if a CCDR-approved force requirement has been submitted to the Joint Staff, the CCDR must alert the force-providing community that the requirement, or portion of the requirement, is no longer needed. This notification is called a REDEPORD. The supported CCDR initiates the redeployment process by releasing message traffic via AMHS identifying units for curtailment (early redeployment) or requirements for off-ramping (canceling a force request before the unit initiates the deployment process). The REDEPORD message must state if the current unit is being redeployed (curtailed) and if all future FY requirements are cancelled (off ramped). CCDRs also cancel the applicable FTNs in JCRM.

b. Redeployment Order. The REDEPORD must contain the following information:

(1) The applicable FTN or FTNs, including all Fys affected, and FTN line numbers, if applicable.

(2) The available-to-load date is the day unit and non-unit equipment and forces begin loading on a transportation asset at the port of embarkation to redeploy.

c. Change Request. The FTNs must be cancelled or adjusted through a change request in JCRM by the CCDR with the REDEPORD annotated in the comment field. The Joint Staff J-35 informs the chain of command, as required, of the change in CCDR demand.

d. Delete or Cancellation. CCDRs may delete force requirements at any time prior to submitting them to the Joint Staff in JCRM. Once the associated FTN is approved by the CCDR and submitted to the Joint Staff J-35, the CCDR must submit a cancellation request in JCRM for each affected FTN and a REDEPORD announcing the cancellation of the force requirements itemized by FTN.

e. Joint Individual Augmentee. When JIA requirements are no longer required, the CCDR must inactivate the individual requirement in FMTS. If it is the end of mission, the CCDR must disestablish the entire JMD. The supported CCDR must also send official correspondence to the Joint Staff J-1 and the JFC identifying JIAs (by FMTS position numbers) for curtailment or off-ramping before the identified JIA initiates the deployment process. If a JIA

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requirement is inactivated, future requirements are simultaneously off-ramped. CCDR notification of disestablishment and corresponding FMTS deletions notifies the Joint Staff J-35 and force-providing community that the requirement is being redeployed and is no longer needed. JIAs are redeployed IAW reference (i).

f. Redeployment Timelines. Acknowledging that operational requirements drive redeployment recommendations, the supported CCDR must consider the general timeline guide listed below:

(1) AC forces: minimum of 120-day notification prior to ordered start date.

(2) RC forces: minimum of 270-day notification prior to ordered start date.

g. Reserve Component Redeployments. For RC unit off-ramps curtailments or reductions, the supported CCDRs, JFCs, Military Services, and Joint Staff must adhere to notification timelines and actions in reference (uu).

h. Off-Ramps. If the supported CCDR off-ramps a capability, the appropriate JFC:

(1) Drafts a change to the appropriate GFMAP annex or GFMAP annex schedule to relieve the ordered FP from deploying a unit to meet the off-ramped requirement. The JFCs staff a REDEPORD to determine if the cancelled requirement necessitates a change to other units' deployment schedules or FTNs. The JFC then provides recommended changes to the GFMAP annex or GFMAP annex schedule. JFC staffing ensures remaining requirements are efficiently and effectively sourced as force reductions occur, while addressing global risks.

(2) Conducts a global review and makes recommendations to prioritize off-ramped unit(s). The unit currently aligned to fill the deleted requirement might not be the optimal unit to off-ramp due to analysis of risks, RC MOB status, and current capabilities of other deploying units.

(3) Provides revised sourcing recommendations via the Secretary's Orders Book for decision. Recommendations must be provided in draft GFMAP annexes amending the sourcing solutions.

i. Joint Force Coordinator Recommendations. The Joint Staff J-35 JOD-GFM includes JFC recommendations in the Secretary's Orders Book for decision or notification and posts a modification to the GFMAP annexes.

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7. Changing Requirements. Changes to RFFs involve adding or modifying force requirements of an FTN. Figure 2 depicts the FTN change request process.

a. New Force Requirement. If a new force requirement is identified, CCDRs request it as an emergent requirement with an associated RFF message, RFFID, and FTN.

b. Prior to Joint Staff Validation. If the FTN has been submitted to Joint Staff J-35 JOD-GFM, but not yet validated, the requesting CCDR submits the change request in the JCRM change request module. Joint Staff J-35 approves the change prior to validation. JCRM does not allow Joint Staff J-35 to validate an FTN until the change is accepted or rejected. After validation, the tasked JFC begins the staffing process of the changed and validated FTN.

c. Change to Joint Staff Validated Force Tracking Number. If the change involves modification to an existing FTN that has been validated and assigned to the JFC to develop a sourcing solution, and the change is significant enough to warrant Joint Staff J-35 JOD-GFM review of the validation, CCDRs must submit a modification to the original RFF (RFFID are documented with a “MOD ##” suffix).

d. Joint Staff Change Procedures. Change requests for Joint Staff review require an RFF modification by organizational message via AMHS Joint Staff validation. When a change requires Joint Staff review, the supported CCDR forwards the change request to Joint Staff J-35 JOD-GFM. Joint Staff J-35 validates the change in the requirement and the assigned JFC staffs the change request. If the CCDR determines the change does not require validation, the FTN change request goes directly to the JFC. The JFC must concur that the change does not require validation to begin staffing or, if the change warrants, forward to Joint Staff J-35 JOD-GFM for validation. Joint Staff J-35 JOD-GFM may direct the CCDR to submit an RFF modification. All change requests requiring Joint Staff review require an RFF modification and Joint Staff validation prior to SecWar approval. The Joint Staff J-35 may also reject the change request and return it to the CCDR. The JFC staffs validated change request to assess feasibility of making the change to the sourcing solution and provide an amended sourcing recommendation for the applicable GFMAP annex.

(1) Not all potential changes can be listed. However, significant changes that warrant Joint Staff J-35 validation and SecWar approval include:

(a) Location change that changes the AOR or area of operation in the USNORTHCOM AOR.

- (b) Different force type requested.
 - (c) Different mission for requested forces.
 - (d) Force requests for a new operation or mission (unless EXORD is superseded).
 - (e) Changes to the number of passengers that change the echelon of the capability (e.g., company to BN), change the nature of the capability, have strategic implications, or have FP nonconcurrency.
 - (f) Start and end date CRs for emergent RFFs, except those within the JFC change authorities. Changes to previously ordered start dates are requested IAW paragraph 10.a.
 - (g) PTDO start and end date changes greater than 30 days and changes to PTDO response timelines.
- (2) Administrative Corrections. Administrative corrections might not require complete re-staffing or SecWar approval. Change requests that can be implemented within the GFMAP JFC change authorities and generally do not require Joint Staff J-35 validations include:
- (a) Minor start or end date adjustments that do not require SecWar review IAW Enclosure G, paragraph 7.
 - (b) Change requests for assigned forces.
 - (c) Clarification of mission, tasks, or training requirements.
 - (d) Location changes within the same AO or, if the AO is not defined, the same Combatant Command Campaign Plan (CCP) event or country.
 - (e) Changes to JRSOI timelines.
 - (f) Changes to clarification notes.
 - (g) Changes to specialized requirements.

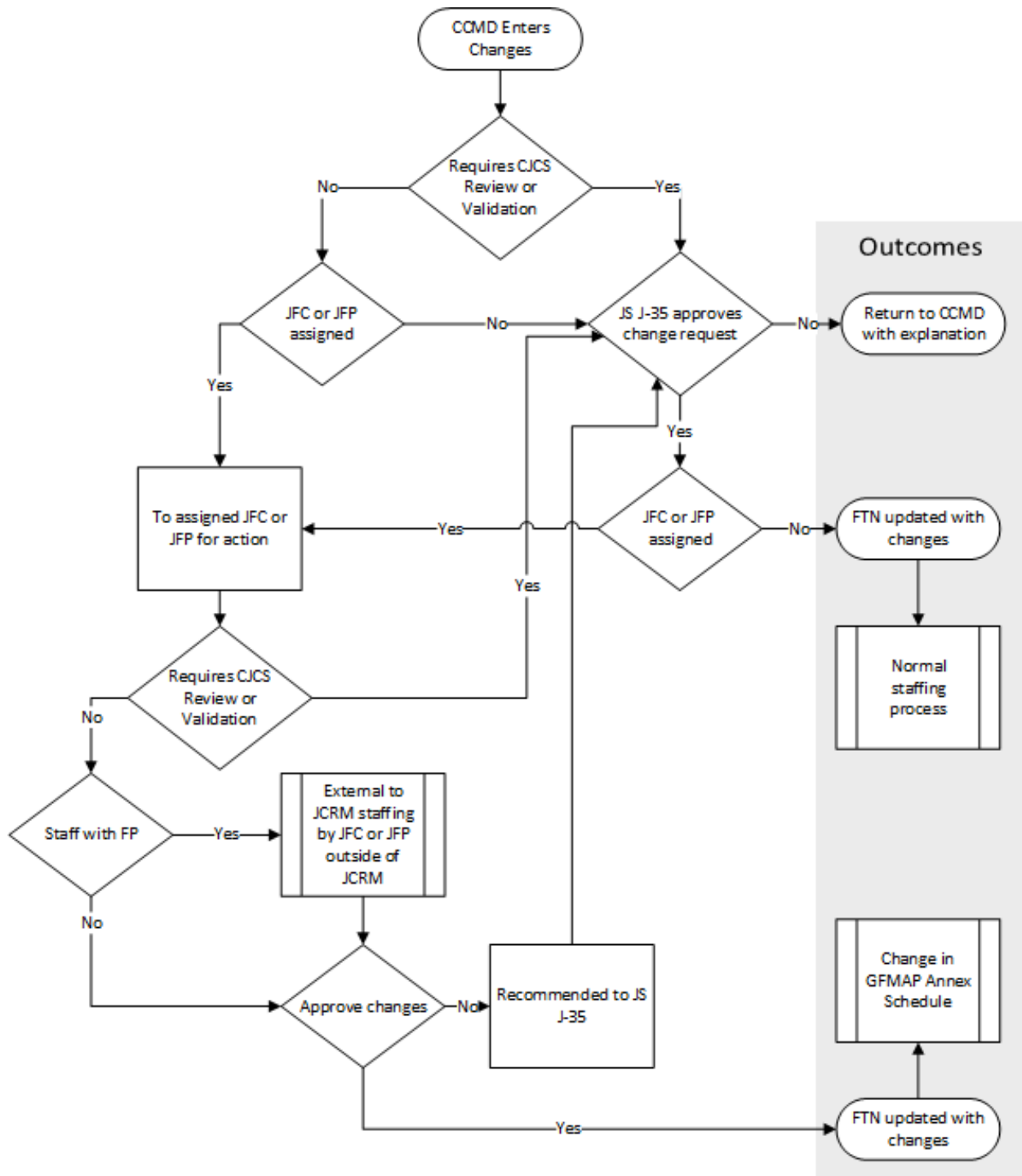


Figure 2. Force Tracking Number Change Request Process

(3) Nonstandard Worksheet Change Requests. Changes to nonstandard worksheets must be made line by line within the existing worksheet. Complete replacement of an existing spreadsheet occurs when a new one is rejected and sent back to the CCDR for a line-by-line change.

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Complete replacement leads to changes in billet numbers that make existing GFMAP orders inaccurate. Billet numbers and billet titles should remain as constant as possible to ensure Services and deployed units can track the billet sourcing and replacements. When an FTN is changed, CCDRs should only delete billets and add the specific billets required.

e. Personnel Changes. Change requests that reduce the numbers of required personnel must specify the positions reduced by position number, title or position title, and MOS, AFSC, or NEC and the positions that continue to be required. This informs the force-providing community of the remaining requirement so sourcing can be arranged. Change requests do not circumvent the REDEPOD described in paragraph 6.

f. Response to Changes. These change procedures in no way limit the JFCs from managing the annual force flow, initiating staffing actions to correct identified errors, and updating orders as necessary. As changes occur to deployment schedules, the FPs request that the JFCs change the sourcing solutions in the GFMAP annexes or GFMAP Annex Schedules.

g. Staffing Change Request. The JFCs staffs change requests with the FPs and Services. Staffing timelines for change request may take 30 to 90 days.

(1) For administrative change requests, the JFCs staff the requests with the FPs and Services and, with concurrence, update the GFMAP annexes and GFMAP annex schedules to reflect the changed requirement for the FP using the GFMAP JFC change authorities. The JFC approves the change request in JCRM. If concurrence is not achieved, the JFC denies the change request and informs the CCMD. The JFC coordinates with Joint Staff J-35 JOD-GFM about the justification for the denial. The Joint Staff J-35 determines if the second denial is appropriate and informs the CCMD. The Joint Staff J-35 may forward the recommendation to the Secretary's Orders Book for approval.

(2) Change requests that exceed the GFMAP JFC change authorities must be validated by the Joint Staff J-35, staffed, and routed for SecWar approval. Joint Staff J-35 validates and accepts the change request; the JFC staffs the requests with the FPs and Services and forwards sourcing recommendations in draft GFMAP annexes.

8. Requests for Reconsideration. The CCDR may request reconsideration of an ordered sourcing solution if the friendly or enemy situation significantly changes. To request reconsideration, the CCDR must submit a request by organizational message transmitted via AMHS to the same addressees that would normally be included on an RFF. The message references the FTNs and FTN line number(s) and states the rationale for the request in the message.

The Joint Staff J-35 evaluates the request using the validation criteria in Enclosure D as a guide. The Joint Staff J-35 JOD-GFM forwards validated requests to the JFC with appropriate sourcing guidance and joint force priority for assignment to the appropriate JFC. The assigned JFC develops a recommended sourcing solution IAW Enclosure E, documents it in JCRM, includes it in a modification to the appropriate GFMAP annex, and submits it for SecWar approval via the Secretary's Orders Book.

9. Temporary Use of Deployed Special Operations Forces. Real world events or temporary lulls in training activities due to partner-nation obligations might require the temporary use of deployed SOF performing JCET or other training events within an AOR to perform other (non-training) missions. The SecWar delegates authority to CCDRs to temporarily re-mission SOF deployed for CCP events in their AOR under the following circumstances:

a. Coordination. The re-missioning is coordinated with USSOCOM concurrence and documented as a MOD to the GFMAP Annex B.

b. Authority. Authority exists for SOF to perform the new mission.

c. Funding. Funding is in place for SOF to perform the new mission.

d. Notification. CCMDs provide notification to the CJCS through the Joint Staff J-37 Deputy Director for Special Operations and Counterterrorism, including the new mission and duration of the re-missioning.

e. Command Relationship. Re-missioned SOF remains OPCON to the CCMD during execution of the new mission unless otherwise directed.

f. New Mission Termination. Upon termination of the new mission or at the end of the approved time period, SOF resumes the training activities under the previously approved training authorities, funding, and command relationships.

10. Ordered Start and End Date Changes. This paragraph details the start and end date change procedures in reference (a).

a. Start Date. Start dates for emergent requirements are requested by the supported CCMD. The JFCs and FPs calculate recommended start dates for rotational requirements factoring in the outgoing force end date, its AOR departure, and the incoming force JRSOI timelines. The ordered start and end dates are published in the GFMAP annexes and the GFMAP annex schedules. Requested start dates are considered for planning from the time the supported CCMD submits emergent RFFs until the GFMAP annex is released. Prior to the

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order, a supported CCDR's request to modify an RFF requested start date (less than 30 days from original requested start date) must be accomplished by the CCMD submitting a change request via JCRM to the JFC. A CCDR's request to modify an RFF requested start date greater than 30 days from original requested start date is done by the CCMD submitting a change request via JCRM to the Joint Staff J-35.

b. Ordered Start Date. The ordered start date aligns closely with the LAD in the JOPEs IT ULN. However, during TPFDD refinement, individual ULN LADs might not correspond exactly to the ordered start dates. For example, a unit's advance echelon might be scheduled to arrive in theater prior to the main body of the unit. There might also be additional late arriving ULNs for additional personnel and equipment that does not affect the ability of the unit to begin JRSoI and meet the mission requirements. FPs that are unable to meet the ordered start date—resulting in a gap in capability to the supported CCMD—must submit a reclama (IAW paragraph 12) a minimum of 30 days prior to the ordered start date.

c. Ordered Start Date Changes. Start dates are considered ordered once the GFMAP Annexes A and D and GFMAP annex schedules direct the FP to transfer the force. FPs or the CCMD may request changes to ordered start dates. Changes must be submitted NLT 90 days prior to the start date being requested.

(1) FPs may request changes to ordered start dates by coordinating with the appropriate JFC to inform them of the request. FPs then modify their nomination in JCRM to reflect the requested start date.

(2) CCMDs may request changes to ordered start dates by coordinating with the appropriate JFC to inform them of the request. CCMDs then submit a change request to the force requirement reflecting the requested start date.

(3) Ordered date change requests should be submitted NLT 90 days prior to the start date being submitted for change.

(4) The applicable JFC staffs the FP or CCMD request to change the ordered start date with affected Services, FPs, and CCMDs using Logbook.

(a) JFCs are authorized to change ordered start dates in the GFMAP annexes and GFMAP annex schedules within the JFC change authorities in paragraph 7. If the change is within the JFC change authorities, the JFC accepts the FP nomination or CCMD change request in JCRM. The JFC then creates a new sourcing recommendation in JCRM to make a change to the applicable GFMAP annex Schedule. For the Joint Staff JFC, the change is

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made in the next modification to the GFMAP annex but does not need SecWar approval via the Secretary's Orders Book.

(b) If the change requires SecWar approval the JFC incorporates the change in a modification to the GFMAP annex and forwards the change for SecWar decision via the Secretary's Orders Book.

(c) Start date changes should not result in capability gaps for the supported CCMD, but all changes must be staffed with the CCMDs, Services, and applicable DoW agencies since there might be transportation challenges, in-theater scheduling challenges, RC authority limitations, or tactical implications with the change.

d. End Date Extension Request. If the supported CCMD desires to extend a unit past the ordered end date, the supported CCMD must submit an end date extension request by an organizational message transmitted via AMHS to the SecWar, CJCS, Joint Staff, JFCs, Service, and FP. If within the JFC change authorities detailed in reference (a) and restated in Enclosure G, paragraph 7, the JFC staffs the request and adjusts the GFMAP annex or annex schedule, as required. Requests for changes to end dates must be submitted NLT 90 days prior to the forces' ordered end date.

(1) For RC units and individuals, extensions to ordered end dates and extensions of internally rotating forces must not exceed deployment dates authorized by the Military Department Secretary; without Military Department Secretary or SecWar approval. Reference (uu) specifies required approval authorities for extending RC forces.

(2) If the end date adjustment is required due to the inability of the supporting CCDR or FP to meet an ordered start date for the follow-on unit rotation, because it might result in a gap in the FP's capabilities, the FP makes mitigation recommendations in an organizational AMHS message. This recommendation should ensure there is no gap of capabilities.

(3) If the end date adjustment is necessary due to the inability to meet transportation requirements, USTRANSCOM must request an end date extension by submitting an organizational message transmitted via AMHS to the Joint Staff J-35.

(4) End date extension requests include:

(a) Unit or JIA name, UIC, FTN, and FMFS line number.

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(b) Unit or JIA deployment data, deployment date, start date, and ordered end date. If the unit or JIA is from the RC, include alert, mobilization, and demobilization dates.

(c) End date extension justification.

(d) Steps taken by the requesting command to mitigate end date extension requirement.

(e) Operational risks if end date extension is not approved and measures, if any, the CCDR can take to mitigate risks.

(f) End date extension message must be submitted to the Joint Staff J-35 NLT 90 days prior to the Start or end date being submitted for change.

11. Re-Missioning. The Services and FPs, as directed, provide forces trained and equipped for specified missions or operations. The specified missions or operations are specified in the force requirement and in the applicable GFMAP annex. As directed in reference (a), if a CCDR requires an allocated force to participate in another operation or perform a mission significantly different from what is was allocated to perform, the following procedures must be followed:

a. Large Force Re-Mission. SecWar approval is required for a CCDR to re-mission forces at the BN or squadron level or above from one SecWar named operation or campaign plan to another. SecWar approval is also required if re-missioning the force has strategic implications (see also paragraph 15).

b. Small Force Re-Mission. A CCDR may re-mission forces below the BN or squadron level that do not have strategic implications with the concurrence of the FP, Service, and appropriate JFC. Nonconcurrence requires a SecWar decision.

c. Emergency Response. These procedures are not required for CCDRs to exercise their authority to command forces to respond in an emergency.

d. Re-Mission Notification. To re-mission forces, a CCDR must send an organizational message requesting to re-mission the force to the Joint Staff, JFCs, FPs, Military Departments, Service headquarters, and SFP.

(1) Reference (a), Section V specifies the message timeline.

(2) The appropriate JFC staffs the request with applicable commands and the Services.

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(3) The JFC informs the CCMD of required concurrence or nonconcurrence and drafts the appropriate GFMAP MOD.

(4) If SecWar approval is required, the JFC forwards the recommendation to the Joint Staff J-3 for SecWar decision in the Secretary's Orders Book as a GFMAP MOD.

(5) The JFCs publish the approved MODs in the appropriate GFMAP annex and schedule.

e. Procedures. The CCMD submits a change request in JCRM for the current and future FY FTNs and notifies OSW, Joint Staff J-35, Service headquarters, SFP, JFC, and FP by organizational message transmitted via AMHS.

(1) Prior to re-missioning of allocated forces or individuals (including DoW-EC), supported and supporting CCDRs inform and, when required, coordinate with the JFCs and Service HQ.

(2) When redirecting forces and units at the BN or squadron level or above that are ordered but not yet deployed between SecWar-approved operations within a CCMD's AOR, the supported CCMD notifies Joint Staff, JFC, Military Department, Service headquarters, and SFP by organizational message transmitted via AMHS. Other recipients may be included as information addressees. The supported CCMD allows for a five-day comment period. If there are disagreements, the Joint Staff forwards with a recommendation for SecWar-approval in the next Secretary's Orders Book.

(3) Supported CCMD must provide a minimum 21-day notice to supporting CCMDs, Joint Staff, JFC, FPs, and Service headquarters or Military Departments before re-missioning or redirecting forces already deployed. This allows for review and comment that individuals and forces are trained and equipped for the new mission. This applies regardless of named operation, campaign plan event, or force size, including ILO and ad hoc capabilities.

f. Nonconcurrence. If the Joint Staff, JFC, FP, Service, or supporting CCDR does not concur with the re-missioning or redirecting, they must respond with a GO/FO nonconcurrence endorsement within five days to the supported CCDR, Joint Staff, JFC, and FP. Nonconcurrence with CCDR-requested re-missioning of off-ramped units (ordered but not deployed) requires re-staffing or forwarding in a Secretary's Orders Book to the SecWar with the CJCS's recommendation.

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g. Notification Timing. The CCDR should provide a minimum of 180 days notification prior to start date when moving forces scheduled to deploy between named operations to allow proper Service manning, training, and equipping force management functions.

h. Risk Considerations. By its nature, ILO and ad hoc sourcing might introduce increased operational risk for the supported CCDR, and institutional and force management risks for the FP. To balance these risks, the supported CCDR, prior to re-missioning the ILO or ad hoc forces, must advise the FP to ensure the force is properly manned, trained, and equipped for the new assignment. The supported CCDR updates the FTN requirement using the change request process for the affected FY and future FY FTNs to accurately reflect the new mission requirements and ensures subsequent rotations are properly prepared. If the forces in question have not yet deployed to theater, the supported CCDR seeks the concurrence of the JFC, FP, and Service headquarters prior to re-missioning to ensure the available and trained force assigned meets the CCDR's requirements.

i. Operation Change. When redirecting units between named operations, the force ordered to deploy on the previous FTN is changed to the FTN for the new operation in the appropriate GFMAP annex and GFMAP annex schedule. Having a separate FTN enables the total demand to be recorded. The same FTN from the previous operation is not used for the new operation.

12. Force Reclama. A reclama is a request from an ordered FP (CCMD, Service, or agency) for relief from a SecWar-approved order to source a supported CCDR requirement. The ordered FP and supported CCDR are expected to exhaust all available means to resolve sourcing challenges prior to sending a GO/FO-endorsed reclama. The reclama must contain the options explored but subsequently found to be not sufficient in mitigating the sourcing issue. FPs submit reclaims by organizational message transmitted through AMHS "TO" the appropriate the JFCs and "INFO" the Joint Staff J-3, Joint Staff J-1 (for JIA reclama and RFFs that are reflected on JMDs), affected Service HQ and SFP, and the supported CCMD. If the FP and the CCMD JFC are one and the same, the existence of the reclama must be coordinated with JOD-GFM and JFC during the AO and GO/FO SVTC.

a. Force Reclama Message. The reclama message must include the information listed in Table 9.

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FTN and FTN Line #	Justification for reclama, including actions taken to resolve that were not sufficient to mitigate the sourcing issue, and FP risk if the reclama is not granted
JRC and nomenclature	Potential FP mitigation
Ordered start date and Ordered end date	Name of GO/FO providing approval or endorsement
Achievable start date and end date (if applicable)	Potential FP mitigation

Table 9. Force Reclama Message Required Data

b. Joint Individual Augmentee Reclama Message. The JIA reclama message must include the information listed in Table 10.

FMTS	Tasking background
Billet title	Number of authorized and assigned in the desired grade skill within the Service inventory (including RC)
Grade	Why, if RC is not being considered
Clearance	Risk associated if required to fill requirement and sustainability assessment
Skill code	Name of GO/FO providing approval or endorsement
LAD	Potential FP mitigation
Additional remarks (CCMD acceptable substitutions of grade, clearance, skill code, etc.)	

Table 10. Joint Individual Augmentee Reclama Message Required Data

c. Options Considerations. The JFC considers all options (including IDTS solutions) before forwarding a recommendation to Joint Staff and the supported CCMD to adjudicate the reclama. The JFC makes the recommendation and notifies Joint Staff J-35 and the supported CCMD through Logbook for coordination.

d. Response Timing. A CCMD response is required within 15 days of receipt of a proposed sourcing solution modification. The CCDR states risks, concurrence, or nonconcurrence with the proposed sourcing solution in the message and sends it to the JFC, Joint Staff J-35, and the FP.

e. Decision. The JFC sourcing recommendations are presented for SecWar decision via the Secretary's Orders Book. The JFC directs the SecWar's decision in the GFMAP annex or GFMAP annex schedules, as appropriate.

f. Mission Impact. An FP reclama might significantly impact the supported CCDR's ability to prosecute combat operations. The FP submitting the reclama should expect engagement by the VCJCS or CJCS.

14. Verbal Orders of the Commanding Officer. VOCO directs action without the requirement of a written order. The SecWar may approve CCDRs' force requests with a verbal order to expedite the sourcing and deployment process. For this manual, VOCO is a verbal or immediate order that is independent of the means it is transmitted. The SecWar has various communications systems to deliver a verbal order.

a. Procedures. The Joint Staff records all VOCO approvals (date, time, and name of person relaying the SecWar order), documents the immediate decision for the record, and tracks the progress of force sourcing and deployment. VOCO does not replace the allocation process or the JOPES TPFDD in the deployment process. SecWar verbal approval begins the transfer and movement of forces and units via the standard process as expeditiously as possible.

(1) IAW Enclosure C, in a rapidly developing crisis, the CCDR may not have the information necessary to fill out all the required information in JCRM to submit a force request. When this occurs, the CCDR may relay force requests by the most expeditious means available.

(2) Supported CCMDs must enter force requirements into JCRM, release an RFF message, and enter FRNs in the appropriate JOPES TPFDD as soon as practical.

(3) All force requests and sourcing solutions communicated and ordered via expedited means must be recorded in JCRM and the GFMAP annexes as soon as practical, allowing the force flow to be documented and second and third-order impacts addressed.

b. Capabilities and Capacity Available. VOCO may only be supportable with forces that are resident within DoW inventory and tasked organized for employment. VOCO may not be supportable with nonstandard force requirements due to man, train, and equip timelines. Nonstandard requests must include a clearly defined mission statement, CONOPS, METL, etc., to conduct an adequate troop to task analysis. This analysis might not support immediate timelines.

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15. Execution Transition. The GFMAP Annex A and the GFMAP annex schedules direct FPs to execute force deployments. CCMDs, Services, and DoW agencies must use JOPEs IT to execute the deployment guidance in the GFMAP. JIA deployments are not required in JOPEs IT. Reference (cc) provides guidance on deployment planning and execution in JOPEs IT.

a. Data Alignment. The FTN, FTN Line Number, and ULN are the primary keys to link a force requirement from the JOPEs TPFDD to JCRM and the GFMAP annexes and schedules.

b. Data Visibility. When operational force requirements are Joint Staff validated, supported CCDRs must enter requirements into JOPEs IT for non-USSOCOM forces. USSOCOM enters the data into JOPEs IT for ordered SOF.

c. Data Entry Timing. The recommended FP begins entering the JFCs recommended sourcing solution for the appropriate ULNs in the PID when Secretary's Orders Book staffing is initiated. The recommended FP also ensures the FTN and FTN line number has been entered into each qualifying ULN record prior to verifying the JOPEs ULN record in the TPFDD validation process. The supported CCDR ensures the FTN and FTN line number is entered in each ULN record prior to validating the ULN record.

d. Force Provider Data Entry. The ordered FP for each FTN line number in the GFMAP annexes is the providing organization in the ULN. There might be a relationship of one FTN to many ULNs in the TPFDD. The ordered FP is responsible for populating the UIC in the FRNs to create the ULNs and entering the deployment data.

e. Execution Oversight. The JCRM FD module allows users with JOPEs IT permissions to view TPFDD ULN data associated with data in corresponding FTN and FTN line number. The JCRM FD module is a tool for supported and supporting CCDRs, and supporting Services, to ensure the TPFDD is being executed IAW the GFMAP Annexes A and D and the GFMAP Annex Schedules B, C, and F during the TPFDD verification and validation process.

16. Readiness Reporting. The Services must report the readiness in DRRS of units ordered to deploy. OSW, Joint Staff, CCMD JFCs, and Services oversee the unit preparation to meet the SecWar-ordered deployments. The FP initiates corrective actions on units that are at risk of not being deployment ready.

a. Deployment Certification. Prior to deployment, units must be assessed as capable of performing their assigned METs to prescribed standards under conditions expected in the theater of operations where they would be employed.

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b. Exceptions. The allocation of units incapable of performing missions to prescribed standards require SecWar-approval.

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APPENDIX A TO ENCLOSURE H

NOTIONAL FORCE ROTATION DIAGRAM

1. Terms and Sources. Table 11 includes terms used in Figures 3 and 4. The figure depicts the relationship between notional deployment milestones and SecWar-ordered start and end dates. The SecWar-ordered start and end dates direct forces to transfer.
2. Force Provider Rotations. Unless otherwise directed, FPs may conduct routine rotations of forces ordered in the GFMAP. Force rotations require collaboration between the FP and CCMD to maintain the capability operational during the rotation. Service components assigned to the CCMDs can be a key part of this collaboration.
3. Terminology. Terms in quotes indicate JCRM data fields.
4. Deployment Rotations. Reference (ww) provides a more detailed explanation of deployment rotations.

Acronym	Meaning	Reference
ALD	available-to-load date	CJCSM 3130.04
AOR	area of responsibility	DoD Dictionary
CJCSM	Chairman of the Joint Chiefs of Staff Manual	CJCS
CRD	Commander's required date	CJCSM 3130.04
D2D	deployment to dwell ratio	GFMIIG
DTM	Directive-type Memorandum	DoW
EAD	Earliest arrival date	CJCSM 3130.04
GFMIIG	Global Force Management Implementation Guidance	SecWar
JRSOI	joint reception, staging, onward movement, and integration	CJCSM 3130.04 and JP 3-35
LAD	latest arrival date	CJCSM 3130.04
POD	port of debarkation	CJCSM 3130.04
POE	port of embarkation	CJCSM 3130.04
RDD	required delivery date	CJCSM 3130.04
RLD	ready-to-load date	DoD Dictionary
TOA	transfer of authority	JP 4-09

Table 11. Order and Deployment Terms

Appendix A
Enclosure H

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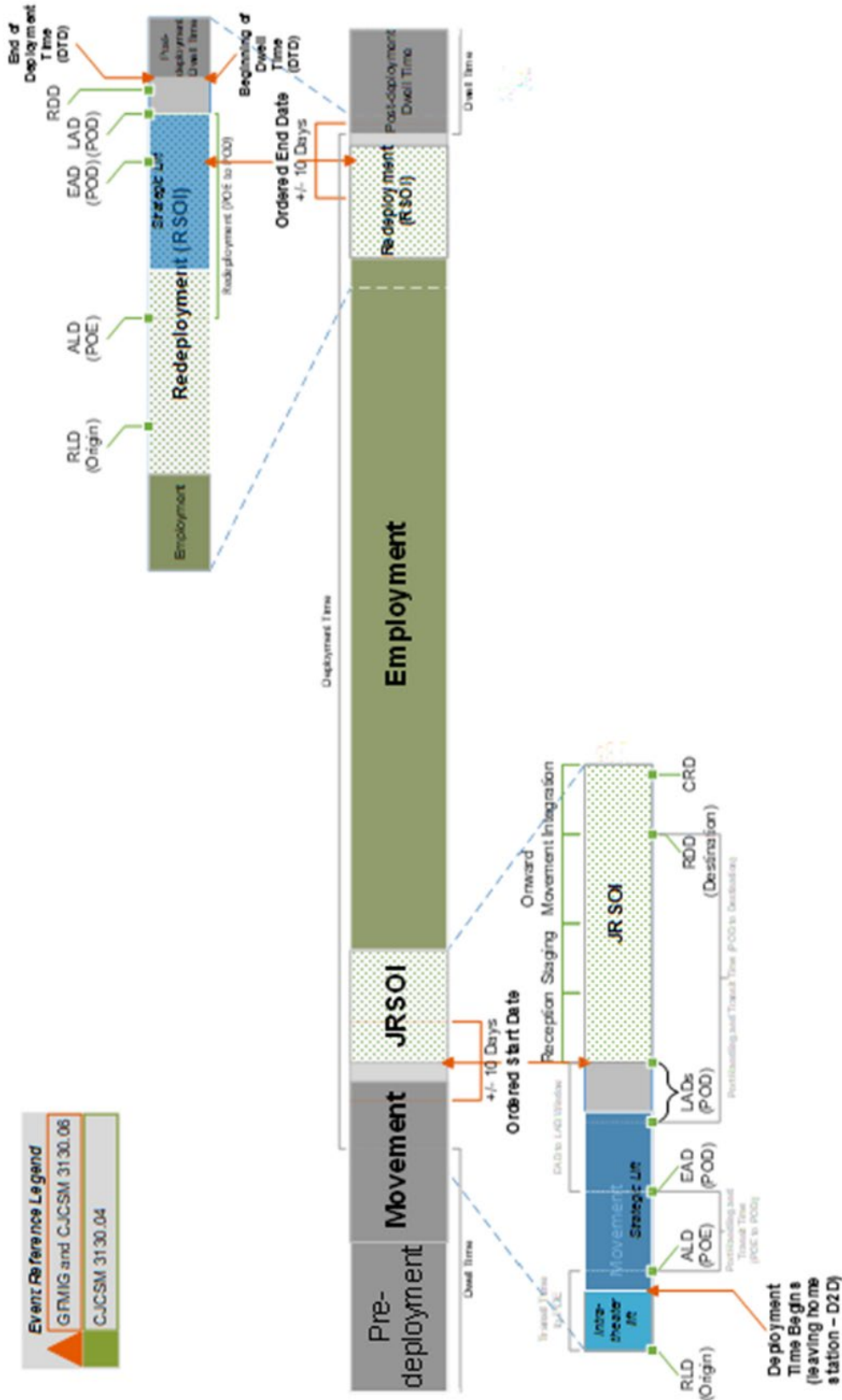


Figure 3. Notional Force Deployment

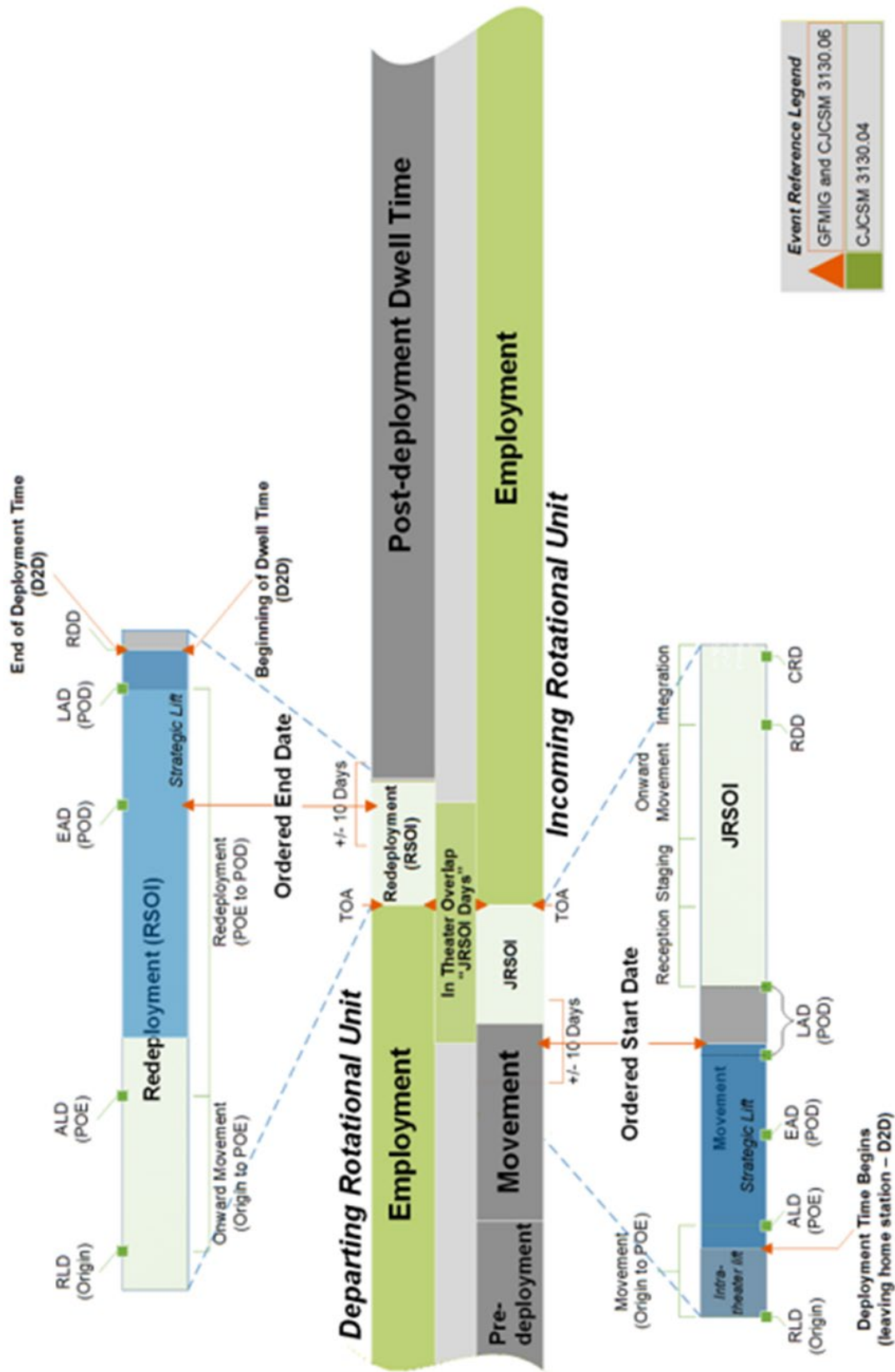


Figure 4. Notional Force Rotation

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ENCLOSURE I

JOINT CAPABILITIES REQUIREMENTS MANAGER DATA FIELDS

1. Introduction. This enclosure defines and explains the purpose of each data field in the JCRM force requirement (rotational and emergent), force request, FP nomination, JFCs recommendation, GFMAP annex, GFMAP annex schedule, CCDR DEPORD, and RFF message.

a. User Guide. The JCRM user guides, available in the JCRM help menu under related materials, provide details on how to use the JCRM tool.

b. Guidance. The JCRM help menu, under related materials, contains the latest guidance and policy documents related to GFM allocation.

c. The name change from JFP to JFC requires updates to some data field labels. These updates will be included in future development. JCRM data fields containing “JFC/P” in the data field label refer to the JFC. Some fields have “JFP,” which now is a CCMD JFC.

2. Rotational Force Tracking Number Data Fields. CCMDs originate rotational force requirements in the JCRM requirements module under the requirements tab. These data fields (with limited exceptions as noted) also apply to new requirements with the additional data fields listed in paragraph 4.

a. “ID”. The database identification number is an auto-populated number the system generates when a new requirement is entered and saved in the database. It identifies the requirement before an FTN is assigned by the CCMD. The ID number is not exported to external systems.

b. FTN. The FTN uniquely identifies, organizes, and assists in the management of operational force requirements requested by a CCDR or supported organization. When a CCMD generates and the CCDR approves and submits the requirement, the FTN is generated. The FTN is a mandatory data field for the GFM allocation process. It is a unique 11-character alphanumeric reference number that is created by the supported CCDR and represents a single force capability requirement. The FTN also provides a tie back to the requested force capability requirement and the FRN. The 11-character structure of each FTN position is mandatory, supports data standardization among CCMDs, and establishes a common use joint process. An FTN cannot be reused or duplicated. FTNs are formatted under the following rules:

(1) First Character. The supported CCDR; is identical to the first position of the RFFID in Table 12.

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(2) Second and Third Character. The FY associated with the requested start date.

(3) Fourth Character. The type of request:

(a) J: JMD.

(b) X: exercise.

(c) C: counternarcoterrorism.

(d) T: JCET.

(e) 0 (zero): all others.

(4) Fifth Through Eleventh Characters. Supported CCDR alphanumeric identifier. This seven-digit alphanumeric construct is established by supported CCDR and may be defined in their business rules and supplemental TPFDD letter of instruction. All seven positions must be used. The JFC specifies the fifth through eleventh characters for IRF, IRF-enablers, and CRF requirements.

(5) When all positions are combined, a notional FTN for USSOUTHCOM for an FY 2023 operational force requirement could look like this:
62301234567.

(6) Rotational force requirements have a historical basis in that CCDRs, having previously requested the same requirement, can change the year (second and third characters in the FTN) when resubmitting the requirement for the next FY. Example: a notional FY 2021 annual force requirement for USEUCOM could look like 42101234567; if the same requirement is requested for FY 2022, the FTN becomes FTN 42201234567. To create the next year's rotational requirements, CCDRs need to use the "Copy to Next Rotation" function in the JCRM rotational requirements module. The information is transferred to the new FTN except the special operations forces-global synchronization of special operations (SOF-GSOS) field, which is FY-dependent. This procedure saves staff time and helps manage rotational force requirements from year to year by linking the requirements in JCRM. Follow steps 2.b.(6)(a)–(e) to complete this process:

(a) Select from the JCRM rotational list screen and select the current FTNs to copy. Click "Copy to Next Rotation" button. Select the next FY, the second- and third-digit positions reflect next FY.

(b) The new FTNs are now in draft status and all data fields should be reviewed and updated as needed.

(c) CCMDs ensure rotational FTNs are linked to the previous FTN.

(d) If the user copies from the emergent module instead of rotational and one FY has already been copied, the FTN linkage will be missing. To correct this, delete the FTN and recopy from the rotational module.

(e) The nomenclature data field requires an active nomenclature. Deactivated nomenclatures are not copied to next rotation and must be manually selected on the copied record.

c. Request for Forces Identification “RFFID”. The RFFID number is the serial number for the annual submission or RFF. An RFF consists of one or more force requests, each force request having a unique FTN.

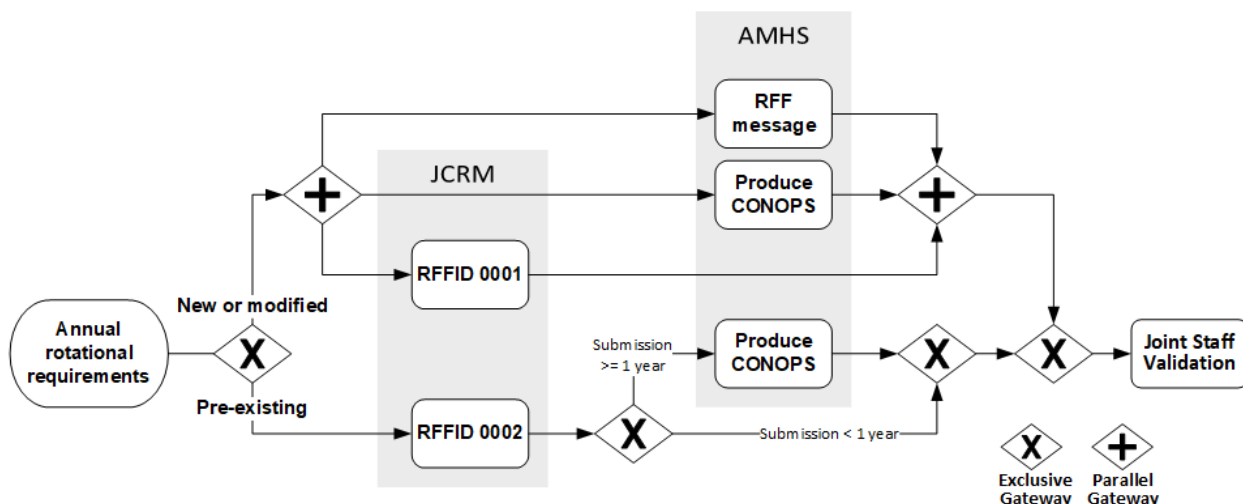


Figure 5. Annual Submission Request For Forces Identifications

(1) Annual Submission RFFIDs. All operational force requirements submitted in the annual submission must have the first or second RFFID number in JCRM for the FY (Figure 5). New and modified rotational requirements are submitted with the first RFFID ending in “0001.” Unchanged rotational requirements have the second RFFID ending in “0002.” The annual GFM PLANORD specifies the due dates for each RFFID in the annual submission. The requirement to submit new and changed rotational requirements is earlier to allow time for a more detailed review during Joint Staff validation.

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(2) Emergent RFFIDs. Requests after the annual submission are emergent requests. CCMDs sequentially number RFFIDs using the last four digits.

(3) “RFFID”. RFFIDs are seven-digit numbers formatted under the following rules: The first digit defines the submitting CCMD, which are defined in Table 12. This list also defines the first digit of the FTN:

First Digit	Organization	Acronym
1	U.S. Central Command	USCENTCOM
2	Formerly U.S. Joint Forces Command	USJFCOM (historic data)
3	U.S. Element, North American Aerospace Defense Command	USELEMNORAD
4	U.S. European Command	USEUCOM
5	U.S. Indo-Pacific Command	USINDOPACOM
6	U.S. Southern Command	USSOUTHCOM
7	U.S. Africa Command	USAFRICOM
8	U.S. Strategic Command	USSTRATCOM
9	U.S. Special Operations Command	USSOCOM
A	U.S. Army	USA
D	U.S. Space Command	USSPACECOM
F	U.S. Air Force	USAF
G	U.S. Transportation Command	USTRANSCOM
J	Joint Staff	JOINT STAFF
L	U.S. Cyber Command	USCYBERCOM
M	U.S. Marine Corps	USMC
N	U.S. Navy	USN
P	U.S. Coast Guard	USCG
S	U.S. Northern Command	USNORTHCOM
T	U.S. Space Force	USSF
U	North Atlantic Treaty Organization	NATO

Table 12. Force Tracking Number and Request for Forces Identification First Digit

(4) The second and third digits define the FY of the earliest requested start date of the FTNs in the RFF. The RFFID reflects the FY of the first (usually new) FTN submitted, although subsequent FY rotational FTNs should also be included in the RFF. All rotational FTNs up to and including the last annual submission FY are included in the RFF and have the same RFFID.

(a) The RFFID last four digits continue sequentially for each FY.

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(b) A modified RFF is identified by adding “MOD XX” after the RFFID (e.g., the third modification to “RFFID 1220864” becomes “RFFID 1220864 MOD 03”). Only the FTNs modified by the change are identified by the RFFID and modification number in the GFMAP annexes.

d. “Status”. Displays the status of the force requirement being requested as it progresses through the allocation process. The status can be:

(1) Awaiting Submission. When the request is originally drafted and saved, it is in the awaiting submission status. Usually, a CCMD, Service component, functional component, or JTF drafts the force request. The draft force request can be saved in the awaiting submission status. When the JTF or component drafter submits the request, its status changes to pending component review. Once submitted, the JTF or component drafter cannot edit the request.

(2) Pending Component Review. This status code allows the CCMD, Service component, functional component, or JTF reviewer to review the request.

(3) Pending Combatant Command Review. This status code allows the CCMD SME, or JWG member, to review and forward the request for CCMD staff approval.

(4) Pending Combatant Command Approval. This status code is used when the force request is awaiting approval by the CCDR. Once the CCDR approves the force requirement, the designated AO with JCRM approval permissions approves the requirement. The requirement is then visible to all JCRM users as pending Joint Staff Review status.

(5) Pending Joint Staff Review. This status is designed for the Joint Staff J-35 regional joint operations divisions to review IAW Enclosure D. Once reviewed, the request goes to the pending Joint Staff approval status.

(6) Pending Joint Staff Approval. This status is designed to allow the Joint Staff J-35 JOD-GFM to validate the force request IAW Enclosure D. In order to validate the force request, a joint force priority must be selected from the drop-down menu. Joint Staff approval authority clicks “validate” to approve the record.

(7) Validated. Requirement has been validated by the Joint Staff J-35 IAW Enclosure D.

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(8) “JFP Assigned”. A requirement record that has been assigned by the Joint Staff J-35 JFC to a JFC to develop sourcing recommendations or to “NOT VALIDATED.” This is the final status. The Joint Staff J-35 functional managers maintain the table that controls the drop-down selections. At any status, the authorized reviewer or approver may return the request to the previous status. This action requires a comment in the request to explain why the request has been returned to the previous level.

e. “Add a File”. System capability that allows documents to be attached to a force request to assist in explaining the request in additional detail. CONOPS, lists, and briefings can be attached to the force requests.

f. “CCMD”. Identifies the CCMD requesting the force. The Joint Staff J-35 functional managers maintain the table that controls the drop-down selections.

g. “Fiscal Year”. The FY of the requested start date. The Joint Staff J-35 functional managers maintain the table that controls the drop-down selections.

h. “Subordinate Command”. The CCDR Service or functional component, or JTF requesting the force. The commands in the drop-down selections are specific to each CCMD. Each CCMD functional manager maintains the table that controls the drop-down selections.

i. “Recommended Joint Priority”. The recommended force requirement priority, corresponding to primary GCF prioritized GCP intermediate military objective (IMO). The Joint Staff J-35 JFC Division JCRM functional managers maintain the table that controls the drop-down selections.

j. “Operation”. The SecWar-approved operation the requested force supports. These operations are authorized through the CJCS-published EXORD. The Joint Staff J-35 JCRM functional managers maintain the table that controls the drop-down selections.

k. “USSOCOM”. Yes or No (Y/N) drop-down menu that indicates if the requirement is for special operations. When changed to a Y, it activates the required SOF-GSOS Priority data field drop-down.

l. “SOF-GSOS”. The SOF-GSOS field provides the link between SOF campaign activities and SOF requirements submitted in JCRM. For SOF requirements, identify the campaign activity record number based on the SOF campaign activities presented at the USSOCOM phase 2 event. FTNs requesting SOF are mapped to campaign activities via the “SOF-GSOS” selection in JCRM. The “SOF-GSOS” number selected corresponds to a particular SOF campaign activity record number. All FTNs supporting a

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particular campaign activity are assigned the same campaign activity record number. Multiple FTNs might fall under a particular campaign activity, but multiple campaign activities might not be designated to an FTN. The USSOCOM JCRM functional manager maintains the table that controls the SOF-GSOS drop-down selection.

m. “Capability Required”. Free-text description of the identified force requirement. This field must specify the mission and METs the unit performs. It should also include the capability being requested (e.g., generic unit description, skill sets required, technical capacities desired, and proficiencies needed to conduct an adequate troop to task analysis). The goal is to identify and describe capabilities required, not manning requirements. Mobility force or capability should include number and type of aircraft. Cyberspace RFDS should include “Request for Direct Support” as the first words in this field.

n. “JRC”. Identify the force sourcing JRC of the request. The force sourcing JRC is a grouping of like-force capabilities that enable the assignment of requests to a JFC and a JWG. To allow consistent follow-on data analysis, force requests are organized by JRCs into combat, combat support, and combat service support groupings in Table 13. Training (“TNG”) is grouped separately. FTNs must be assigned to only one JRC. If there is a question of which JRC a force request should be assigned, liaison with the JFC is required. The Joint Staff J-35 JCRM functional managers maintain the table that controls the drop-down selections. Table 13 lists all active JRCs by groupings.

o. “Clarification Notes”. Free-text field to provide additional information that explains the force request.

(1) CCDRs annotate “threshold force elements” (assigned and allocated) in the first line of the clarification notes field and update as appropriate per GFMB approval.

(2) When sourcing with assigned forces is intended, the requestor lists the unit name and UIC of the assigned force intended to source this requirement in this field.

(3) NATO requirements must include the CJSOR or FEL number, if available, for the requirement so the two force lists can be cross-referenced.

(4) For ISR requirements, include details within each primary ISR nomenclature as required to specify hours per month for each geographic location, authorized mission, or operation and support to specific entities in this field.

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Combat Grouping		Combat Support Grouping		Combat Service Support Grouping	
AP	Air Power	CA	Civil Affairs	AG	Adjutant General
AV	Aviation	CM	Chemical	CH	Chaplain
CBT	Combat	CY	Cyberspace	CS	Corps Support
FS	Fire Support	EN	Engineer	FI	Finance
HQ	Headquarters	EOD	Explosive Ordnance	MH	Military History
SEC	Security Forces	IO	Information Operations	MOB	Mobility
SOF	Special Operations Forces	ISR	Intelligence, Surveillance, and Reconnaissance	MS	Medical
WS	Naval Forces	MI	Military Intelligence	OD	Ordnance
		MP	Military Police	PA	Public Affairs
		PO	Psychological Operations	QM	Quartermaster
		SC	Signal	TC	Transportation
		SP	Space		

Table 13. Active Joint Requirement Codes

p. “Nomenclature”. Select the type of force from the drop-down list. Each JRC has types of forces listed as nomenclatures. Nomenclature is a subset grouping of the force sourcing JRC category. Consistent nomenclatures must be selected in JCRM from the available drop-down lists to allow follow-on analysis. If the desired nomenclature drop-down in JCRM is not available, coordinate with the applicable JFC for guidance on which nomenclature to use. The Joint Staff JFC functional managers maintain the table that controls the drop-down selections for their assigned JRCs and nomenclatures. The USSOCOM GFM PLANORD SOF JCRM nomenclature list tab contains a list of the current SOF nomenclatures.

q. “Unit Type”. Free-text description of the desired force type to meet the requested capability.

r. “Unit Type Code”. A Unit Type Code (UTC) “wizard” allows the user to search authoritative data sources (U.S. Army Force Management System (FMS), type unit characteristics (TUCHA) for Navy and Marines, Deliberate and Crisis Action Planning and Execution System and Manpower and Equipment Force Packaging Segments for Air Force, and TUCHA for CSAs) to select appropriate

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UTCs for entry into the Requirement UTC grid. Users can also create nonstandard UTCs. Once a UTC has been saved to a requirement, the UTC identifier becomes a hyperlink that can be accessed to tailor a given UTC. UTCs are not required in the operational force requirement. However, if the UTC field is filled in, the JCRM FTNs can be uploaded to JOPES IT with Joint Operations Planning and Execution System Data Network Services (JDNETS). This creates an FRN to aid in execution. UTCs are required for each ULN in JOPES IT.

s. “Standard Requirement Code”. Standard Requirement Codes (SRCs) apply only to Army units. Provide if known. The SRC is automatically populated when a UTC is selected. JCRM does allow the user to search FMS web for an appropriate SRC in the OCP module. The SRC is not a required field in a force request.

t. “Nomenclature Description”. Free-text description of the type of capability requested (including quantities, MODs, or combinations) that directly supports the “nomenclature” field. This field is intended for CCDR JTFs and CCDR Service and functional components to provide a free-text explanation to the type of force they are requesting if the nomenclature is not known. The CCMD staff uses this explanation to select the nomenclature in coordination with the JFCs, if necessary.

u. “Est. Personnel”. Identify the estimated number of personnel required to fill the capability request. This is a CCDR staff estimate based on mission analysis and Service component knowledge of standard modified tables of organization; not necessarily the number of personnel that may be sourced in a given unit type. This number is used to assist FPs identifying the relative size of the unit and provides estimates of the total CCDR force requests to the Services, JFCs, and ultimately to the SecWar.

(1) If the UTC field is used, JCRM automatically calculates the Estimated Personnel field based on the total personnel of all UTCs added to the requirement. The Estimated Personnel field can then be manually adjusted, if required.

(2) For nonstandard requests, the estimated personnel must equal the number of positions on the nonstandard spreadsheet.

v. “Deployment Location”. Identify the city (or forward operating base (FOB)) where the requested capabilities are to be employed to fulfill the requested mission. The location can be selected by using the location wizard to search the geolocation file for a desired location, or a free-text location can be

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entered. Using the wizard enables the location to be transferred to ULNs in a TPFDD in JOPES IT via JDNETS.

w. “Country”. The country where the force will be employed or deployed. Select the country from the drop-down menu. The table for the drop-down menu is the JOPES geographic reference file. This field is automatically populated if the location wizard is used to select the deployment location.

x. “Quantity”. Quantity of the capabilities required, which is normally one; however, there are requirements that require a number other than one. When requesting more than one requirement of the same type of force, the supported CCDR must assign a unique FTN to each requirement.

(1) If a smaller or larger unit is required (e.g., a company minus or a reinforced BN), annotate the quantity as one with the number of personnel in the “Est. Personnel” field and an explanation in the “Specialized Requirements” field.

(2) Entering a quantity other than one for a capability requires Joint Staff approval each year.

(3) ISR requirements may have quantities other than one. For ISR requirements, enter the required number of number of hours per month and select hours per month in the “Quantity Type” field. Enclosure C contains additional information on ISR requirements.

(4) Presence is only used to request types of forces in the naval forces (Table 14 – “WS”) JRC. Operational force requests for naval forces are as follows:

(a) Request submarines with one FTN per platform type and the total annual presence requested.

(b) For non-submarine requirements less than 1 year with unknown specific dates, use 1 October to 30 September for start and end dates. Identify the portion of the year (0.5 is six months) being requested by the CCDR as the requirement amount. This communicates the requirement for six months of presence at any time during the FY. Select “PRESENCE” for “Quantity Type.”

(c) For non-submarine deployment requirements, when specific dates are known, specify the required start and end dates for a 1.0 quantity or requirement amount (e.g., 10 October to 20 December, requirement amount is

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1.0). This communicates the requirement for one unit from 10 October to 20 December. Select “CAPABILITY” for “Quantity Type.

y. “Quantity Type”. Indicates the units of measure the quantity field is intended to request. The options in the drop down are:

(1) “CAPABILITY” – Select when requesting a type of force.

(2) “Hours/Month” – Select when requesting ISR hours per month. See Enclosure C for further guidance on ISR requirements.

(3) “Number of Aircraft” – Prior coordination with the Joint Staff required prior to requesting number of aircraft.

(4) “PRESENCE” – Select when requesting annual maritime presence. See Enclosure C for further guidance on maritime requirements.

z. “Requested Start Date”. The date the CCDR requests the force to transfer to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in the supported CCMD’s AOR to begin JRSOI, normally at the POD.

(1) For most naval forces, this specifies the requested AOR in-CHOP date.

(2) For PTDO requests, identify the date the requested capability is required to be available for deployment given the stated PTDO response time (this is the date the unit begins PTDO status). Format: DDMMYYYY. For rotational requirements of a full year’s duration, the start date is 1 October of the required FY.

aa. “Requested End Date”. Identifies the date the forces are no longer needed in the AOR and will redeploy. For enduring force requests that extend beyond FY E2, CCDRs use 30 September FY E2 in this field. The corresponding subsequent rotational requirement FTN will have a start date of 1 October FY E3. For enduring requirements, JFCs provide sourcing solutions through the end of FY E2 and publish these in the FY E2 GFMAP annexes. The end date auto-populates if the duration (in days) is entered.

bb. “Duration”. Number of days for which the force is requested. Auto-populates from calculating the number of days from start date to end date or entering the duration (in days) auto-populates the end date from the start date.

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cc. “Joint Reception, Staging, Onward Movement, and Integration Days”. The JRSOI Days field identifies the number of days that forces in theater overlap to complete reception, staging, onward movement, integration, transfer of authority, and redeployment out of AOR of the relieved force. The current doctrinal definition of JRSOI does not include the time for the relieved unit to redeploy out of the AOR, but this time is necessary to add to the doctrinal JRSOI time to schedule force rotations. If the CCDR requires a specific in-theater location on-station turnover of naval ships, use the JRSOI Days field to account for the number of days transit time to (or from) the AOR boundary.

dd. “Mission”. Free-text description of the operational mission for the unit. Identifies the specific mission or missions the requested force performs during its deployment. The unit’s missions should be as detailed as possible to allow sourcing. The missions should be directly supported by the tasks articulated in the required capabilities field. At a minimum, include the following information:

(1) For each force requirement submitted for validation, CCDRs annotate in the first line of the mission text field the Joint Priority Code corresponding to primary GCF prioritized GCP IMO entered in the “Recommended Joint Priority Code.” Then, enter the Joint Priority Codes in descending order for any other GCP IMOs that this force would also support. The Joint Staff J-35 JFC Division JCRM functional managers maintains the spreadsheet of Joint Priority Codes assigned to each IMO on the GCF.

(2) If requesting additional capabilities, the CCDR specifies changes in the AOR that justify the requested capability. Justification should focus on changes in the enemy situation, physical environment, or new friendly mission sets.

(3) If the request is for an unanticipated replacement of forces or capabilities, justification must state the reason this capability is still needed.

(4) Similar capabilities of the requested units already in the AOR are identified by number of units and an analysis of the reasons that similar in-theater forces cannot be used to support the requirement. This analysis considers the reprioritization of tasks assigned to like units already in theater, an assessment of providing ILO capabilities using units already in theater, and an assessment of contracting the desired capability.

ee. “Risk”. Identify the CCDR operational risk level, based on references (a) and (p), from the drop-down menu if associated force requests were not sourced. Defined as low, moderate, significant, or high. Joint Staff functional managers maintain the table that controls the drop-down selections.

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ff. “Risk Justification”. Free-text narrative impact to the mission if not sourced. Describe the overall impact on the CCDR’s AOR, as well as the impact on the specific strategic priority, operation, or activity if the request is not sourced. Describe ability to accomplish assigned tasks and objectives including executing operations, activities, and plans. Any risk assessment identified as significant or high require an explanation. This should be a logical, vice emotional, assessment from a strategic and operational perspective. CCDR, JFC, and Service risk assessments are submitted in the format specified in Enclosure F, paragraph 5.

gg. “Specialized Requirements”. The free-text section includes instructions to include deployment information, training requirements, equipment issues, and costs. This includes required training that is out of the normal operating specifications of the capability requested or specific to the operation; TPE and mission essential equipment lists and special command relationships if other than what is stated in the base order. CCMDs must specify any special Service or joint interoperability pre-deployment training, equipping (includes special weapons), and personnel requirements to meet the requested capability.

(1) For nonstandard requests, this field must be very detailed to allow the FPs and Services to build a force to meet the request. It includes skill sets; rank; MOS, NEC, or AFSC; security clearance required; individual weapons; etc.

(2) If the request is for a PTDO, CCMDs indicate the requested authority to activate the PTDO order (normally the SecWar or CCDR) and any requested C2 relationships between the PTDO unit and the CCDR such as DIRLAUTH for planning.

(3) Include status of protections for U.S. forces in the destination country or countries (e.g., status of forces agreement, diplomatic note) and effective dates of the agreement. Where no protections exist, provide CCDR’s statement of risk concerning the deployment of forces.

(4) If weapons restrictions exist in the proposed HN (e.g., deployment of weapons is restricted), identify the specific restrictions issued by the HN or the U.S. country team.

(5) Identify if external funding is available and funding guidance for requested deployments (e.g., overseas contingency operations (OCO) or other source of funding).

(6) If specialized skill sets include LREC see reference (mm).

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- hh. “POC Name”. List the name of the person who can authoritatively answer questions relating to this capability request.
- ii. “POC Service”. List the Service of the person who can authoritatively answer questions relating to this capability request (e.g., USA, USMC, USN, USAF).
- jj. “POC DSN”. Specify the POC Defense Switched Network (DSN) number.
- kk. “POC Phone #”. Specify the POC commercial telephone number.
- ll. “POC SIPR”. Specify the POC SIPRNET e-mail address.
- mm. “POC NIPR”. Specify the POC NIPRNET e-mail address.
- nn. “Nonstandard”. Indicate if the request is not for a standard unit in the DoW inventory. Usually, standard units have a UTC or SRC. CCDRs should plan to use forces in the DoW inventory, and thus the force requests can be units in the DoW inventory. If the requirement is nonstandard, a nonstandard spreadsheet defining the individual requirements must be attached. The following fields in the nonstandard spreadsheet must be completed:
- (1) Position or Billet Title. Titles should conform to those in existence within the Services. If a billet has unique prerequisites, they are listed in the remarks or position description blocks.
 - (2) Preferred Service.
 - (3) Desired Position Grade. A single rank or grade that is most preferred using the format of O#, E#, WO#, GS##, GG##, WG##, SES, or contractor. Do not use rank abbreviations. Do not use hyphens. If a range of ranks or grades is acceptable, specify the ranges in the remarks.
 - (a) Officer and grade number – “O#”.
 - (b) Enlisted and grade number – “E#”.
 - (c) Warrant officer and grade number – “WO#”.
 - (d) Government schedule and grade number – “GS##”.
 - (e) Government grade and grade number – “GG##”.

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(f) Wage Schedule and grade number – nonsupervisory “WG##”, leader “WL##”, or supervisory “WS##”.

(g) Senior executive service – “SES”.

(h) Contractor – “CTR”.

(4) Clearance.

(5) Skill Category. Enter the appropriate four-character skill category in JCRM using the same naming convention as the FMTS.

(6) Preferred component.

(7) Any source (Y/N).

(8) Skill Code. Determined by the skill category classification MOS, NEC, or AFSC.

(9) Additional skill codes.

(10) Remarks.

(11) Requested LAD (auto populated if first added to requirement and record is saved).

(12) Tour length (auto populated if first added to requirement and record is saved).

(13) Position description.

(14) Location (auto populated if first added to requirement and record is saved). Country (auto populated if first added to requirement and record is saved).

Note: The number of positions on the nonstandard requirement table must equal the estimated personnel.

oo. “PTDO”. Check if the request is to have a unit designated on a PTDO. FPs can be tasked to have a unit prepared to deploy on short notice to meet high probability or high-risk missions where time to prepare is short. If a PTDO is requested, identify the requested deployment authority (e.g., SecWar or CCCR) and any additional caveats and authorities requested in the specialized requirements field.

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pp. “PTDO Response Time”. Identify the amount of time (in days) the requested capability has from order to beginning deployment (response time of unit on PTDO from orders to “wheels up”). If the time for PTDO is less than one day, indicate by using decimals (e.g., 12 hours would be entered as .5).

qq. “Service Only”. Identify whether the requested capability can only be sourced with a specific Service. If “Y” is selected in this field, then the joint field is automatically selected as “N.”

rr. “Joint”. Identify whether the requested capability can be sourced with multi-Service forces. Requesting CCDRs provide a nonstandard worksheet to support ad hoc sourcing of a requested capability. If “Y” is selected in this field, then the Service Only field is automatically selected as “N.”

ss. “In-Lieu-Of”. The sourcing of a specified capability can be replaced with an ILO or like alternative. Identify if alternative sourcing would be acceptable to meet the stated capability.

tt. “Contractible”. Select “Y” (Yes) if the capability can be contracted. If contractible is selected, provide an explanation of why a force is being requested vice contracting for the capability. An FTN for desired contracts is neither required nor desired. A force request should not justify funding a contract. Requests for contracted capabilities should not be submitted as operational force requests and are not validated.

uu. “Assigned Force”. Indicate whether the supported CCDR intends to source the request with assigned forces. If checked yes, indicate in the Clarification Notes field the unit or force the CCDR intends to use.

vv. “Internal Rotations”. This data field indicates the CCMD allows FPs to conduct rotations.

ww. “SFA”. SFA is defined as DoW activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions. Refer to reference (yy) for more information.

xx. “TSC”. Indicate whether the force request supports a TSC activity. If any TSC is selected as the operation, this block is checked yes.

yy. “Previous FTN”. (rotational requirements only) This field is specific to rotational requirements and is used to identify previous FY FTNs. When the “copy to next rotation” feature is used to create an FTN, this block is automatically filled in. For a new force request (emergent), this field is left

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blank. When the “copy to next rotation” is used, rotational force requests are linked to the previous years. Linking FTNs facilitates accurately scheduling units’ start and end dates with proper JRSOI.

zz. “Future FTN”. When the copy to next rotation feature was used to create a future FTN, this block is automatically filled in with the FTN for the next FY.

aaa. “Associated FTNs”. Identifies FTNs that have been grouped together by the CCDR. For example, many FTNs can make a compiled force capable of conducting an operation. To associate FTNs, use the “association management” function. All FTNs for an adaptive force package should be associated.

3. Force Deployment Data. The fields for force deployment data are found in the JCRM requirements module under the requirements tab. They are entered by the CCMD originating a force requirement. These fields are listed near the end of the other requirement data fields listed in paragraph 2 (rotational) and paragraph 4 (emergent).

a. “PID”. The five-character, command-unique, alphanumeric field identifying the plan identification number of the JOPES TPFDD used to document the unit deployment plan.

b. “Newsgroup”. A collaborative message area in which subscribers post messages to a group pertaining to the force request IAW reference (cc) and the CCMD TPFDD letter of instruction.

c. “Force Module”. A five-character alphanumeric label for a purposeful grouping of ULNs in a TPFDD.

d. “Redeployment PID”. A five-character, command-unique, alphanumeric field identifying the JOPES TPFDD(s) used to document the redeployment plan of the force.

4. Additional Data Fields for New Force Requirements Only. A new requirement is a force that has not been previously requested. It may or may not have follow-on rotational requirements. JCRM shows new requirements as “emergent.” The data fields for new requirements are found in the JCRM requirements module under the requirements tab. They are entered by the CCMD that originates a force requirement. These data fields are the same as rotational requirements listed in paragraph 2., with the additional data fields listed in this section. These data fields cannot be changed once an FTN is copied to next rotation.

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- a. “Enduring Requirement”. For an enduring mission, there might be one or more follow-on rotational FTNs. Enter “Y” if the requirement becomes an enduring requirement (e.g., the CCDR intends to have a rotational follow-on requirement in the next FY). New requirements can be submitted in the Annual Submission provided that the requirement is identified as a new requirement. This field appears after the operation data field (paragraph 2.j.).
- b. “Situation”. Free-text description of operational situation. This field appears before mission data field (paragraph 2.dd.).
- c. “Mission Justification”. Free-text justification of what has changed in the theater to warrant the necessity for this additional force. Justification should include expanded mission, changes in enemy situation, etc. This field appears after the mission data field (paragraph 2.dd.).
- d. “Similar Capabilities in Theater”. “Y/N” drop-down menu that indicates if similar capabilities are already in theater. When changed to “Y,” activates similar capabilities in theater data field for a free-text explanation of similar capabilities in theater. When “Y” is selected, a free-text entry is required. This field appears after the risk justification data field (paragraph 2.ff.).
- e. “Other”. Supported CDR’s preferences and priorities. If a particular force or source for the force is requested, provide the rationale. This field appears after specialized requirements data field (paragraph 2.gg.).
- f. “Administration and Logistics”. Include logistics estimates for deployment drawn from preliminary coordination. Include need for intermediate staging bases or opening of other support facilities outside the supported CDR’s AOR. Include funding source recommendations. Include transportation priority code recommendations. Deployment and travel to high terrorist threat areas. Include antiterrorism and force protection guidance. Requesting CCDR must certify the following: “The terrorist threat for areas in which individuals and units will deploy has been reviewed. Deployment of these personnel is certified to be necessary for mission accomplishment.” This field appears after specialized requirements data field (paragraph 2.gg.).
- g. “Public Affairs Guidance”. “Y/N” drop-down menu that defaults to “N.” If “Y” is selected, it activates the PA guidance statement free-text field, where a statement is provided describing the PA guidance. This field appears after the specialized requirements data field (paragraph 2.gg.).
- h. “Communications Support Requirements”. “Y/N” drop-down menu that defaults to “N.” If “Y” is selected, it activates the communications support requirements description free-text field, where a statement is provided

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describing the required communications support. This field appears after the specialized requirements data field (paragraph 2.gg.).

i. “Command Relationship”. Free text. If determined, identify anticipated command relationships; if not determined or required, enter “none.” This field appears after specialized requirements data field (paragraph 2.gg.).

j. Non-functioning Fields. The data fields titled “GFMAP Order” and “CCMD Notes” on the requirement page after the “Command Relationship” field are non-functioning.

5. Joint Staff Data (Validation Section). These data fields in the JCRM requirements module are under the requirements tab below the requirements force deployment data field listed in paragraph 3. They indicate the status of Joint Staff review and validation.

a. “JFP”. The Joint Staff J-35 JFC Division assigns the JFC responsible for determining, recommending, staffing, and providing sourcing recommendations with requisite analysis and options to the SecWar from the drop-down menu. Joint Staff J-35 JCRM functional managers maintain the table for the drop-down selections.

b. “Joint Priority”. Joint Staff J-35 assigns a Joint Priority Code from the IMO in the GCF that aligns the request from the drop-down menu. Joint Staff J-35 JFC Division JCRM functional managers maintain the table for the drop-down selections.

c. “Sourcing Guidance”. Free-text field identifying any Joint Staff guidance to JFCs to consider when developing recommended sourcing solutions. The field can communicate caveats during validation.

6. Additional Data Fields in the Force Provider Module. The following data fields are found in the JCRM force provider module. They provide a view of the force requirement during sourcing by the JFCs.

a. “Sourcing Status”. The requirement detail tab, within the JFC nominations section, contains a “sourcing status” field that the JFC uses to mark the status of sourcing actions for an FTN. Joint Staff J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections. This field allows the user to select one of the below sourcing options to identify the level of completeness for an FTN solution:

(1) Open. No sourcing solution selected at this time.

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- (2) Partial PAX Sourced. Partially sourced but still working on solution.
- (3) Partial Fiscal Year Sourced. Full solution, but deployment does not cover FY. For example, sourcing still needed for a second rotation.
- (4) Fully Sourced. Full solution to entire requirement provided, to include rotations that start in the previous FY.
- (5) Closed with Partial Sourcing. Partially sourced with approval to close.
- (6) Closed Without Sourcing. Approved to not source and closed.
- (7) Cancelled. Requirement rescinded or cancelled.
- (8) Dual Sourced. FTN is dual sourced with another FTN. The main FTN is marked Fully Sourced with full number of PAX. The dual sourced FTN is marked Dual Sourced, and the ordered PAX are zero. Same Force Provider is selected and JCS Remarks state the FTN that is dual sourced.

b. “FTN Category”. The JFCs use the FTN category to further define the sourcing status. It indicates a reason associated with the Sourcing Status field. Joint Staff J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections.

c. “Force Element Category”. The JFCs use this drop-down menu to track the CCDRs’ THF based on the information provided by the CCDRs in the Clarification Notes. Joint Staff J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections.

d. “AO Comments”. Free-text data field for the JFC to annotate notes regarding the sourcing strategy being pursued or the sourcing status. These are intended for AO-level notes only and are not authoritative.

e. “FTN Issues”. Free-text data field for the Joint Staff and JFCs to annotate issues with the CCDR-approved requirement that should be addressed prior to Joint Staff validation.

7. Force Request. The JFCs use the force request divide to assign FPs to provide a nomination. JFC analysts create the force request in the “JFC/P” recommendation tab. The fields in the force request divide include:

a. “FP”. Selected by the JFC to identify the FP(s) tasked to provide a nomination.

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b. “JFP Request Comments”. Sourcing guidance provided by the JFC to the FP(s).

c. “FP Nom State”. Enables the FPs to manage the state of developing sourcing nominations with their subordinate commands. The meaning of 1st, 2nd, and 3rd review as well as complete can be defined by FP standard operating procedures.

d. “JFP Status”. The JFC analyst enters “none,” “partial,” or “full” to indicate whether the submitted nomination fully met the requirement.

e. “FP Request Comments”. Allows the FP to input and edit additional sourcing guidance or comments.

f. “Nominate”. Button. FP users, with an FP analyst role and write permissions, can click on the nominate button within the force request divide to create a new FP nomination template.

g. “Submit”. Check Block. When the FP completes the FP nomination, they use the submit check block in the FP nomination template to submit the nomination to the requesting JFC.

8. Force Provider Nomination and Joint Force Provider or Joint Force Coordinator Recommendation Templates. The following data fields are found in the FP module under both the FP nominations and “JFP/JFC” recommendations tabs. The required information in the data fields apply to both the FP nomination and JFC recommendation templates. For FP nominations, data elements are preceded with “FP NOM.” For JFC recommendations, data elements are preceded with “JFC REC.”

a. “Rotational Fill”. Yes (checked) or No (not checked). This block is used for follow-on analysis to avoid duplicate counting of numbers. If this is the first unit rotation for a given FY, the block is not checked. If this is a subsequent rotation of the same force in a given FY, the block is checked (the annual fill block is not related to the internal rotation block in the force request portion of the FTN).

b. “Rescinded:”. “Yes” or “No”—indicates whether the nomination or recommendation is active or has been cancelled (rescinded). This field is located on the CCMD JFC nomination but not the FP nomination.

c. “JFP/C FTN Line Num”. Each FP nomination receives a line number (1– 999). Each JFC recommendation also receives a line number. The JFC recommendation FTN line number enables the GFMAP to have unique lines for

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each rotation or for each ordered “part” of a sourcing solution for the FTN. For example, a rotation of Army AC and Army RC forces has two-line numbers (1 and 2). The second rotation can have line numbers 3 and 4. The FTN line numbers for the FP nominations and the JFC recommendations are not the same. The JFC Recommendation FTN line number carries forward to the ordered FTN line number.

d. “CCMD/Service/Agency”. The CCDR, Military Department Secretary, or of DoW agency director that is ordered in the GFMAP annex to provide based on the FP selected. JCRM has a table with the command, Service, or agencies and their subordinate commands that fill in the CCMD field when the FP is selected.

e. “Force Provider”. The nominated FP. When an FP is selected, JCRM matches the FP to the appropriate (echelon 1) command to fill in the Service or DoW agency. Joint Staff J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections and the command, Service, or agency associated with each FP.

f. “Component”. (labeled “Recommended Component” in “JFC” tab) Active, Guard, Reserve, or Civilian designation. If RC is sourced, then provide the following information:

(1) “Previous DEMOB”. Date of unit DEMOB on previous deployment.

(2) “Alert Date”. Required to meet nominated start date.

(3) “MOB Date”. Required to meet nominated start date.

(4) “Remobilization”. Check if the unit has been previously mobilized and deployed since 2001.

g. “Service”. The Service of the nominated sourcing solution.

h. “PAX”. Number of personnel in the nomination.

i. “Amount”. The portion of the request sourced by this nomination or recommendation. If the required “capability type” is capability, then the nominated or recommended amount is the number requested or a portion of the full request. For example, if one unit containing 3400 PAX is requested and a unit is nominated with 3000 PAX, JCRM auto-calculates (if user clicks on the “calc nom amts” button) the nominated amount to be 0.88. The percentage is based on the requested PAX multiplied by the required amount, divided into the nominated amount. If the nominated or recommended

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sourcing solution provides the entire capability (but might not exactly match the full number of PAX requested), then the “amount” should be manually changed to 1 (signifying the sourcing solution provides the full capability requested). If the required “capability type” is not capability then the nominated amount is the number nominated. For example, if the requested “Quantity” is 500 hours per month and a nomination or recommendation for 450 hours per month, then the “Amount” should be 450.

j. “Amount Type”. Indicates the units of measure the “Amount” field is intended to nominate or recommend. The options in the drop down are:

(1) “CAPABILITY”. Select when nominating or recommending a type of force.

(2) “Hours/Month”. Select when nominating or recommending ISR hours per month.

(3) “Number of Aircraft”. Prior coordination with the Joint Staff J-35S required prior to nominating or recommending a number of aircraft.

(4) “PRESENCE”. Select when nominating or recommending annual maritime presence.

(5) Do not use “Capability/Presence,” “HOURS/YEAR,” “IMAGES/MONTH,” “IMAGES/YEAR,” “TARGETS/MONTH,” or “TARGETS/YEAR”.

(6) Type of sourcing solution, which are capabilities, presence, hours per month, hours per year, images per month, images per year, number of aircraft, targets per month, or targets per year.

k. “Start Date”. The day nominated or recommended for the allocated force to transfer to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in in the supported CCMD’s AOR to begin JRSOI, normally at the POD.

(1) For naval forces, this is the ordered AOR in-CHOP date.

(2) For forces on PTDO, the start date identifies the date the unit is ordered to be ready for activation to meet the PTDO response time (this is the date the unit begins PTDO status). Format: DDMMYYYY.

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(3) For rotational requirements, Services and FPs need to ensure the start date aligns with the previous rotation and to include accounting for any JRSOI window.

l. “Duration Days”. The length of time, in days, the nomination orders the sourcing unit to be transferred to the CCMD. For forces that physically deploy, this is the number of days the force is ordered to be in the AOR. JCRM calculates duration days if the Start and end dates are filled in.

m. “End Date”. The date the nominated unit is scheduled to: redeploy, out- CHOP, end of mission, or PTDO. JCRM calculates end date if the start date and duration are filled in.

n. “PTDO Days”. PTDO is the number of days the unit is required to be ready to deploy upon receipt of orders. If the time for PTDO is less than 1 day, indicate using decimals.

o. “Joint Staff Binning”. Joint Staff binning category (green, yellow, orange, or red).

p. “Joint Staff Binning Comments”. Free-text explanation of the Joint Staff binning. Comments are required to justify the binning for employment availability at significant or exceptional constraints categories (orange and red).

q. “DWELL”

(1) AC. The time in days a unit, detachment, or individual not attached to a unit or detachment is not on a deployment.

(2) RC. The time in days between the release from active duty pursuant to sections 12301(a), 12302, 12304, 12304a, and 12304b of reference (w) and the reporting date for a subsequent tour of such active duty.

r. “Dwell Months”. Days of dwell converted to months.

s. “D2D”. The D2D ratio of the unit, detachment, or individual at the projected time of deployment. This is the ratio of days of previous deployment to the number of days in dwell the unit has prior to next deployment. For RC units, JCRM M2D ratio is labeled mob-dwell ratio. The 1 as the quotient is assumed and the FP should only provide the proportion. (e.g., 1 to 2 D2D would be a number “2” in the block)

t. “Prev Redeploy”. If applicable, date the unit returned to home station following the last deployment.

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u. “Previous Operation”. If applicable, last operation to which the unit deployed.

v. “Deployment Location”. Defaults to the location requested in the requirement. Location is updated via the location find wizard or entered as a free-text narrative description of the employment location. This field is located on the JFC nomination but not the FP nomination.

w. “Country”. The country of the deployment location. Select from drop-down menu. The table for the drop-down menu is the JOPES geographic reference file. This field is automatically populated if the location wizard is used to select the deployment location and defaults to the country requested in the requirement. Two-digit country codes represent the country the force will deploy to. Country is updated by using the location find wizard above or by using the pull-down menu. This field is located on the CCMD JFC nomination but not the FP nomination.

x. “Type of Sourcing Solution”. Check the appropriate block (standard, joint force, ILO, or ad hoc):

(1) “Standard”. A mission-ready, joint capable force with associated table of organization and equipment executing its core mission.

(2) “Joint Force”. Joint sourcing encompasses Services providing a force or capability in place of another Service’s core mission. As in a standard force solution, the capability is performing its core mission.

(3) “ILO”. A standard force, including associated table of organization and equipment, which is deployed or employed to execute missions and tasks outside its core competencies.

(4) “Ad-hoc”. An ad hoc capability is consolidating individuals and equipment from various commands or Services and forming them into a deployable or employable entity, properly manned, trained, and equipped to meet the supported CCDR’s requirements. Ad hoc nominations must be accompanied by an ad hoc spreadsheet. The number of positions in the spreadsheet must match the nomination.

y. “Service Red Line”. Indicate whether the nomination violates the Service red lines. If the nomination exceeds a Service red line, explain why in the Service red line comments in free text.

z. “Service Red Line Comments”. If the nomination exceeds a Service red line; explain why in the Service red line comments in free text.

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aa. “Source Next FY”. Projected if nomination can be filled in the following year. “Yes” or “No.”

bb. “Cost Estimates”. FPs, in collaboration with Service HQ budget offices, must submit cost estimates along with each sourcing nomination during Secretary’s Orders Book staffing. Cost estimates for each sourcing nomination are no longer required to be entered in JCRM but may be reported in JCRM FP Nominations and JFC recommendations as follows:

(1) “B.B. O&M” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service’s base-budget operations and maintenance (O&M) appropriation.

(2) “OCO O&M” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service’s budget for O&M appropriation or other appropriated funding. The JCRM data field name was originally for overseas contingency operations funding, which ended in FY 2021, but there may be other temporary appropriations in the future.

(3) “B.B. MILPERS” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service’s base-budget military personnel (MILPERS) appropriation.

(4) “OCO MILPERS” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service’s budget for military personnel appropriation or other appropriated funding.

cc. “Unit information”

(1) “UIC”.

(2) “Unit Name”. Unit data. Add planned number of aircraft or weapons system after the unit’s name where applicable (e.g., “457 FS (2 x F-16)” or “552 ACW (3 x E-3C)”).

(3) “Home Station”. Unit home station.

(4) “Home State”. Unit home state.

(5) “O6 Name”. Name of the O-6 authorizing the nomination.

(6) “O6 Date”. List date of nomination.

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(7) “AAD”. Actual arrival date. The date the previous unit actually arrived in theater.

(8) “Risk”. Free-text fields to articulate FP risk of the nomination. Risk metrics are discussed in greater detail in references (a) and (p). The metrics are specified to allow different Service solutions to be compared with common metrics, but FPs and the JFCs should not limit themselves to only these metrics. The FP nomination should include the risk to source other force requirements, to include those that have already been ordered as well as anticipated future rotational requirements, as applicable. The risk metrics should not restrict providing the best information up the chain of command to support the Secretary’s Orders Book briefer informing the SecWar on making the most informed decision possible.

(9) “Risk – DWELL”. D2D Ratios and M2D Ratios (see the Military Risk Consequence Matrix in reference (p)):

(a) Reserve M2D Ratio

1. Low. M2D ratio greater than or equal to 1 to 5, or first-time.
2. Moderate. M2D ratio greater than or equal to 1 to 4.5 and less than 1 to 5.
3. Significant. M2D ratio greater than or equal to 1 to 4 and less than 1 to 4.5.
4. High. M2D ratio less than 1 to 4.

(b) Active D2D Ratio

1. Low. D2D ratio greater than or equal to 1 to 3.
2. Moderate. D2D ratio greater than or equal to 1 to 2.5 and less than 1 to 3.
3. Significant. D2D ratio greater than or equal to 1 to 2 and less than 1 to 2.5.
4. High. D2D ratio less than 1 to 2.

dd. “Risk – Readiness”. Risk of having unit prepared (personnel, equipment, and training) to meet mission at start date. Unit readiness (personnel, equipment, and training) projected at start date.

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- (1) Low. Force is mission capable for full spectrum missions.
- (2) Moderate. Force is ready for specified mission.
- (3) Significant. Force is ready “just in time.”
- (4) High. Force is not ready for mission.

ee. “Risk – Institutional”. Development and industrial base ability to meet requirement.

- (1) Low. Meets all mission requirements.
- (2) Moderate. Meets priority requirements.
- (3) Significant. Meets some priority requirements.
- (4) High. Meets some essential requirements.

ff. “Risk - Current Operation”. Risk to current operations.

- (1) Low. Capacity to meet all requirements.
- (2) Moderate. Capacity to meet most worldwide requirements.
- (3) Significant. Some shortfalls in critical requirements.
- (4) High. Not able to meet critical requirements.

gg. “Risk - Future Challenges”. Risk to sourcing potential future contingencies.

- (1) Low. Full capacity to meet all requirements.
- (2) Moderate. Shortfalls cause minor plan deviations.
- (3) Significant. Shortfalls cause major plan deviation.
- (4) High. Shortfalls make execution of the operation impossible.

hh. “CJCS Order Remarks”. Free text. The FP nomination and JFC recommendation should include recommended wording for the JCS “Notes/Remarks” in the GFMAP annexes. This can include amplifying guidance for C2 relationships. Examples include: forces allocated in the

GFMAP are OPCON to the supported CCDR unless otherwise noted in these remarks; Annex F also includes ordered DS relationships for cyberspace forces; authority to activate a PTDO; or other directive information as required. Directive information may include restrictions, authorities, and reporting requirements, as necessary. This data field is the “JCS Notes/Remarks” that is published as a field in the GFMAP annexes. JFC ad hoc sourcing recommendations involve multiple FPs address the training and equipping responsibilities of each FP in the “JCS Notes/Remarks.” It is not appropriate to put staffing notes, POC information, or other non-directive language to ordered FPs in this field. This field corresponds to the “JCS Notes/Remarks” in the GFMAP annex.

ii. “JFP Order Remarks”. Defaults to the text in the FP nomination but can be changed by the JFC as required in the recommendation. Used to provide specific direction in the GFMAP annex Schedules to the ordered FP when sourcing the requirement. Modified lines should be explained.

jj. “Start Date Change Comments”. Free text comments explaining the rationale for nominated or recommended start and end dates or changes to those dates.

9. Orders Section of Joint Force Coordinator Orders. Within the FP module, the orders tab allows the JFC to add, edit, and delete JFC or FP recommended sourcing solutions to a GFMAP annex. Subsequent MODs to orders are allowed when in draft (unlocked) status and are locked when the order is approved and published.

a. “Originator”. Select the organization that is creating the order, usually the CJCS for GFMAP annexes and the CCMD JFC for the GFMAP annex schedules.

b. “Order Name”. This function allows the user to designate the order to which a JFC recommendation is added.

c. “MOD Name”. Allows the user to designate the MOD to which the JFC recommendation is added. For orders in draft, the MOD is usually labeled with the expected Secretary’s Orders Book date. When the order is approved, the MOD name is changed to the correct modification number in sequence.

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- d. Ordered “Force Provider”.
- e. Ordered “component”.
- f. Ordered “JFP”.
- g. Ordered “Country”.
- h. Ordered “Amount”.

Default to JFC recommendations but may be changed as required.

i. Ordered “PAX”. Note that the quantity of ordered PAX may differ slightly from the PAX and personnel strength (PERS) data fields in JOPEs.

j. Ordered “EAD”. This is the earliest arrival date (EAD) for the requirement. The default is 14 days prior to ordered start date in the nomination.

k. Ordered “Start Date”. The day the FP is ordered to transfer the allocated force to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in in the supported CCMD’s AOR to begin JRSOI, normally at the POD. Defaults to the JFC Recommended start date.

- l. Ordered “End Date”.
- m. “PTDO Days”.

Default to JFC recommendations but may be changed as required.

n. “Status”. A lock icon indicates the order is in a locked modification. When the order is released, the order modification should be locked to prevent inadvertently changing the data in the order.

o. “Deployment Location”. Defaults to JFC recommendation but can be changed as required.

p. “Ad hoc”. An ad hoc icon is displayed if the CCMD JFC recommendation contained in an ad hoc solution. The ad hoc spreadsheet details is viewed by clicking on the icon.

q. “Change Notes”. Subsequent changes to orders affecting the FTN Line Number can be explained in this free-text field.

r. “CJCS Order Remarks”. Free text; defaults to wording in JFC recommendation but can change as required.

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(1) The CJCS order remarks show up in the column header of the GFMAP annexes as the “JCS Notes/Remarks” field and should include recommended wording such as amplifying guidance for C2 relationships, authority to activate a PTDO, or other directive information as required. Directive information may include restrictions, authorities, and reporting requirements, as necessary.

(2) When GFMAP lines are ordered, update JCS orders notes and remarks to indicate the action taken. The following standard language is used. Any clarifying information should be included after the initial standard statement.

(a) For each GFMAP annex line of the base order:

1. Full solution.
2. FY XXXX.X rotation.
3. Close without sourcing (CWOS) X of XX PAX (hours, # platform, etc.) and reason (e.g., CWOS 2 of 4 PAX due to capacity, CWOS 1 of 50 PAX due to earliest achievable LAD of 1 January).

(b) When ordering MODs to the base order:

1. Start date shift from XXXXX to XXXXX.
2. End date shift from XXXXXX to XXXXXX.
3. Adjust PAX from XX to XX.
4. Administrative change: (unit, UIC, home station, etc.).
5. Order replacement forces for FYXX.X rotation.
6. Order additional forces.
7. Initial order of forces for RFF XXXX.
8. Order rescinded IAW REDEPORD X-X; DTG (message date-time group).
9. Remission XX PAX from or to FTN XXXXXXXXXXXX.
10. Close without sourcing X of XX PAX (hours, etc.).

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s. “JFP Order Remarks”. Defaults to the text in the CCMD JFC Recommendation but can be changed as required. Used to provide specific direction in the GFMAP Annex Schedules to the ordered FP when sourcing the requirement. For modified lines, the change should be explained.

t. “Ordered Paragraph”. The paragraph number of the deployment order this deployment was ordered in. (No longer used after the 2007–2009 Operation IRAQI FREEDOM and Operation ENDURING FREEDOM EXORDs.)

u. “Delete”. Check if the draft order for the FTN line number should be deleted when the user selects save. Only unlocked orders can be deleted.

10. Combatant Commander Order (Green Section)

a. This section covers the use of the CCDR order writing capability. The objective of the CCDR order functionality is to allow a CCMD to create a CCDR DEPORD within JCRM and assign FTN line numbers ordered in the CJCS’s GFMAP annex to a CCDR DEPORD.

b. CCMDs are able to search for individual or multiple FTN line numbers that are assigned to a locked GFMAP annex and to assign those FTN line numbers to a CCDR DEPORD. The CCMD can also designate OPCON and TACON for each ordered FTN line number and enter CCDR remarks to the order or AO comments, as required. CCMDs are also able to use the query feature to create and print a spreadsheet of their DEPORDs along with the GFMAP annex schedules fields. This spreadsheet is intended to allow the CCDR to publish a DEPORD in spreadsheet format similar to the GFMAP annexes. The CCDR order functionality is contained within the FP module and includes the following tabs and section:

(1) “Orders/CCDR Orders”. This tab is used to enable CCMDs to create the DEPORD and assign or update multiple FTNs at a time using the data from the GFMAP annexes and GFMAP annex schedules.

(2) “Queries”. This section is used to create and export spreadsheet orders of data in JCRM that are used to create the GFMAP annexes and GFMAP annex schedules.

(3) “JFP/JFC Recommendation/CCDR Order”. This tab allows the CCMD to view an FTN or line that is in a locked CJCS order. If a green DEPORD template is available, then a user can add this FTN or line to a CCDR DEPORD modification and fill in the information below:

(a) “CCDR DEPORD Name”. Lists the available unlocked CCDR.

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(b) “DEPORD MOD”. Lists the CCMD unlocked modifications.

(c) “OPCON”. Lists the components for the user’s command. If OPCON default was selected in the orders description tab for the modification, then OPCON is automatically assigned upon save.

(d) “TACON”. Lists the components for the user’s command. Allows the CCDR to designate TACON, if desired.

(e) “CCDR Order Remarks”. CCDR uses this feature to add relevant guidance to the Service component or JTF CDR. It is not used to change SecWar decision, but comments only.

(f) “CCDR AO Comments”. Relevant AO comments.

11. Request for Forces Message. The RFF message format is applicable to original requests and all modifications. Appendix A to Enclosure I is a sample RFF message format.

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SAMPLE REQUEST FOR FORCES MESSAGE FORMAT

Explanation text is in square brackets. Data fields are bounded by "<" and ">."

(PRECEDENCE) From: [CCDR]
To: Joint Staff Washington DC//J3//
Info: SecWar Washington DC
CSA Washington DC CNO Washington DC
CSAF Washington DC
CMC Washington DC
CSO Washington DC
COMDT COGARD Washington DC//G-OPD/G-OPF//
Joint Staff Washington//J1/J3/J35/J4/J4 LRC//

...

CLASSIFICATION OPER/OPERATION NAME//
MSGID/ Order/<originator>/<message serial number>/<month
name>/<qualifier>/<serial number of qualifier>//
REF/A/<Type of ref>/<Originator>/<Date or DTG>/<SER #>/<special
notation>//

AMPN/[Free text to explain preceding reference.]//

POC/<Name>/<Rank>/<Office>/<Location>/<phone>//

ORDTYP/RFF [or "RFDS" for cyberspace protection forces]/<order
originator>//

NARR/1. () This is a <routine/urgent/immediate> request for
forces [or "request for direct support (RFDS)" for cyberspace
protection forces] . <CCDR> has determined the deployment of
additional forces to the <specify command> AOR is required.
<Timezone>/Z// GENTEXT/Situation/

2. () [Provide background address changes in the AOR which
necessitates additional forces, e.g., changes in enemy
situation, the physical environment, new coalition missions,
etc. For urgent and immediate RFFs a statement that the CCDR
affirms the need for an urgent or immediate RFF. For immediate
RFFs a statement that the CCDR places the highest priority on
this request and the operational mission is at high risk of
failure without the requested capabilities. Legal sufficiency
review completed by (legal sufficiency reviewer).]//
GENTEXT/Mission/

3. () [Provide brief description of the concept of operation
that forces included on this request required to perform
including the GCP and IMO task(s) the requirement supports.]//
GENTEXT/Force Requirements/ () Forces Required.

3.A. () <FTN>. [For enduring requirements include FTNs for
rotational requirements in future fiscal years].

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- 3.A.1. () <Subordinate Command>. [The CCDR Service, functional component, or JTF requesting the force.]
- 3.A.2. () <JRC/Nomenclature>.
- 3.A.3. () PTDO and PTDO response time. [Indicate (Yes or No) if the request is to have a unit designated on a PTDO. If request is for PTDO, identify the amount of time (in days) the requested capability has from receipt of PTDO activation order to beginning deployment (response time of unit on PTDO from orders to "wheels up"). If less than 24 hours, indicate time in decimals of a day.]
- 3.A.4. () Quantity or Quantity Type. [Identify the number or presence level of unique unit capabilities being requested. This quantity is typically equal to one. When more than one requirement of the same capability type is requested, the supported CCDR should assign a unique FTN to each requirement. Indicate the units of measure the quantity field is intended to request. Most FTNs request "capability/presence." For ISR requests these can be "hours/month," or "capability/presence."]
- 3.A.5. () Estimated Personnel. [Identify the estimated number of personnel required to fill the capability request. This is a CCDR staff estimate based on mission analysis, not necessarily the number of personnel that can be sourced in a given unit type. This number is used to assist FPs identifying the relative size of the unit and also provides estimates of the total CCDR force requests to the Services, CCMD JFCs, and ultimately to the SecWar. If unit quantity is more than one, input the estimated personnel to fill one unit.]
- 3.A.6. () Standard or Nonstandard Force Request. [Indicate if the request is for a standard unit in the DoW inventory or a nonstandard force. Usually, standard units have a UTC or SRC.]
- 3.A.7. () Joint Priority. [The CCDR recommends the priority, based on current strategic direction, the Joint Staff should assign to the request.]
- 3.A.8. () Requested Start Date. [The requested date the force, including personnel and equipment, is requested to arrive in the supported CCDR's AOR. For naval forces, this is the requested AOR in-CHOP date. For PTDO requests, identify the date the requested capability must be available for deployment given the stated PTDO response time (this is the date the unit begins PTDO status).]
- 3.A.9. () Requested End Date. Identify the last date that forces are needed in the AOR. This date specifies the date the force is no longer needed by the CCDR and will redeploy. For enduring force requests, CCDRs use 30 Sept in this field.]
- 3.A.10. () Deployment Location or Country. [Identify the city or FOB and country where the requested capabilities are employed]

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to fulfill the requested mission. The country of the deployment location.]

3.A.11. () Command Relationships. [Identify anticipated command relationships.]

3.A.12. () Capability Required. [Free-text description of the identified force requirement. This field must specify the METs the unit performs. It should also include the capability being requested, e.g., generic unit description, skill sets required, technical capacities desired, and proficiencies needed in order to conduct an adequate troop to task analysis. The goal is to identify and describe capabilities required, not manning requirements.]

3.A.13. () Specialized Requirements. [Free-text section includes any special instructions, training requirements, and equipment issues. This includes required training that is out of the normal operating specifications of the capability requested or is specific to the operation, Theater Provided Equipment, Mission-Essential Equipment Lists, and special command relationships if other than what is stated in the base order. Specify special Service or joint interoperability pre-deployment training, equipping (includes special weapons), and personnel requirements to meet the requested capability. This includes, but not limited to, required skill sets, rank, (including either: MOS, NEC or AFSC), security clearance required, individual weapons, etc. If skill sets include LREC see reference (mm). For nonstandard requests, this field must be very detailed to allow the FPs and Services to build a force to meet the request. If the request is for a PTDO, indicate the requested PTDO activation (normally the SecWar or CCDR) and any requested C2 relationships with the PTDO unit (such as DIRLAUTH for planning).]

3.A.14. () Clarification Notes. [Free-text field to provide additional information that explains the force request. When sourcing with assigned forces is anticipated, the requestor lists the unit name and UIC of the assigned force to source this requirement in this field. For NATO requirements, CCMDs include the CJSOR number for the requirement so the two force lists can be cross-referenced. Include details within each primary ISR nomenclature, to specify hours per month for each geographic location, authorized mission, or operation and support to specific entities in this field.]

3.A.15. () Situation. [Free-text description of operational situation anticipated for the requested unit.]

3.A.16. () Mission. [Free-text description of operational mission for the unit. Identify the specific mission the

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requested force performs during its deployment. The unit's mission should be as detailed as possible to allow sourcing. The mission should be directly supported by the tasks articulated in the required capabilities field.]

3.A.17. () Mission Justification. [Free-text justification of what has changed in the theater to warrant the necessity for this additional force. Justification should include expanded mission, changes in enemy situation, etc.]

3.A.18. () Risk. <Service/CCMD> [concurrence or non-concurrence], and assesses [strategic/Service/CCDR/unit] risk as the following:

3.A.18.1. () Nature Of Risk: [Strategy/Service/CCDR/unit] incurs [Low/Moderate/Significant/High] risk to [mission/force] if [proposed/requested action].

3.A.18.2. () Who incurs risk: [Strategy/Service/CCDR/Unit]; specifically [sub-capability/subordinate organization] as related to [proposed/requested action.]

3.A.18.3. () Risk Duration: [FY 20XX/Months/days/specific tasking or mission time horizon].

3.A.18.4. () Risk Mitigation: [modify/add/replace/extend/CWOS]

3.B. () FTN. [List FTN and the below information for each additional force requested in the RFF.]

3.B.1. () Subordinate command.

3.B.2. () JRC/nomenclature.

3.B.3. () PTDO/PTDO response time.

3.B.4. () Quantity/quantity type.

3.B.5. () Estimated personnel.

3.B.6. () Standard or nonstandard force request.

3.B.7. () Joint Priority.

3.B.8. () Requested start date.

3.B.9. () Requested end date.

3.B.10. () Deployment location/country.

3.B.11. () Command relationships.

3.B.12. () Capability required.

3.B.13. () Specialized requirements.

3.B.14. () Clarification notes.

3.B.15. () Situation.

3.B.16. () Mission.

3.B.17. () Mission justification.

3.B.18. () Risk. [Low/Moderate/Significant/High]

3.B.19. () Risk Justification.

3.B.20. () Similar Capabilities in Theater.

3.B.21. () Other.

GENTEXT/Admin and LOG/

4. () Estimated Logistics Requirements. [Include logistics estimates for deployment drawn from preliminary coordination and

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research. Include need for intermediate staging bases or opening of other support facilities outside the supported CDR's AOR. Include funding source recommendations. Include transportation priority code recommendations.] Force deployment data to support this deployment is contained in a PID <XXXX>, FM XXX. Redeployment PID is <XXXXX>. Newsgroup <XXX.XXX.XXX> is used to coordinate this deployment.

4.A. () Deployment And Travel To High Terrorist Threat Areas. [Include antiterrorism and force protection guidance. Requesting CCDR must certify the following: "the terrorist threat for areas in which individuals and units deploy has been reviewed. Deployment of these personnel is certified to be necessary for mission accomplishment." This paragraph is required.]

4.B. () PA Guidance. [PA guidance or the information release related to this operation and the forces deploying for it.] GENTEXT/Command and Signal/

5.A. () Communications Support Requirements. [Identify pertinent communications support requirements.]

5.B. () Points Of Contact. <Name>, <Rank>, <Service>, <DSN>, <Comm>, <SIPRNET, and NIPRNET e-mail>.:
//CLBY/Reason/DECLON//

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Appendix A
Enclosure I

ENCLOSURE J

PREFERRED FORCES AND CONTINGENCY SOURCING

1. Sourcing Feasibility. The joint planning and execution process is explained in references (b) and (dd). Assessment is one of the recursive operational activities that occurs throughout planning and execution. Planners assess if there are sufficient resources to execute a plan. Forces are one of the main resources in military plans and operations. There are two processes to assess the feasibility of sourcing forces for a plan: identification of preferred forces and contingency sourcing. CCMDs identify preferred forces and assess the feasibility of COAs and plans throughout the planning process. CCMDs may request support from the JFCs and FPs when identifying preferred forces. When directed, the JFCs collaborate with the CCMDs and FPs to conduct a detailed sourcing FA of a plan, groups of plans, or integrated plans called contingency sourcing.

2. Identification of Preferred Forces. Preferred forces are forces that are identified by the supported CCMD to continue employment, sustainment, transportation planning, and to assess risk. These forces are planning assumptions only, are not considered “sourced” units, and do not indicate that these forces might be contingency or execution sourced. Good planning assumptions in identifying preferred forces results in plans that are more feasible to source.

a. Advice. CCMDs may request assistance from the Joint Staff, CCMD JFCs and FPs and are encouraged to collaborate with FPs when identifying preferred forces. The JFC’s and FPs’ planning capacity is prioritized first to emergent and rotational execution sourcing, and then contingency sourcing, as directed. The JFCs and FPs support CCMD’s requests to assist in identifying preferred forces on a not to interfere basis with execution sourcing and contingency sourcing. When supporting CCMDs in identifying preferred forces, the sourcing FA is provided to the requesting CCMD.

b. Data Access. Conducting a sourcing FA requires visibility of the joint force for each type of force (or force element). The multiple joint and Service systems can be accessed and the CRAE data from each manually compiled and analyzed. Emerging information technology systems, such as ORION, can also be leveraged. The ORION Decision Support Platform was created to assist planners by reducing the amount of time required to gather data. ORION aggregates data from multiple joint and Service authoritative data sources. The ORION Force Element Inventory – Readiness Synchronization Tool provides options for identifying preferred forces based on the sourcing strategy selected. Planners can leverage this functionality to assist in identifying preferred forces

to assess the feasibility of sourcing a force list for any plan or group of plans at any stage in the planning process.

c. Analysis. Cognitive human analysis of automated results based on a thorough understanding of the data, priorities, and assumptions remains a requirement.

d. Constraint. Preferred forces identified for a plan should not be greater than the CJCS-approved availability (for planning) tables.

(1) The availability (for planning) tables posted on reference (zz) provide an estimate of the Military Departments' capacity to generate capabilities that can reasonably be expected to be made available globally along general timelines. The DJS may, on behalf of the CJCS, approve the availability tables IAW reference (a) to inform planning. Planners should ensure the aggregate force requirements of integrated plans remain within the Services' capacity to provide forces.

(2) When the required forces for a plan exceed those available (for planning), there is increased risk that could affect the ability to execute the plan. If a CCDR assesses the quantity of available (for planning) forces to be insufficient, the CJCS must approve planning that exceeds the availability tables. CCMDs should seek approval from the CJCS through the Joint Staff J-5 Deputy Director for Joint Strategic Planning and Joint Staff J-8 Deputy Director for Studies and Analysis, Forces Division.

(3) CCDRs must also inform the USW(P) and SecWar during in-progress reviews (IPRs) if the plan exceeds the number of forces in the availability tables.

e. Other Feasibility Assessments. Identified preferred forces may be used as a plan sourcing FA and may inform further plan FAs (e.g., transportation or logistics FAs).

3. Contingency Sourcing. Contingency sourcing identifies whether the force requirements identified for a given plan, or group of plans, could be sourced. It uses sourcing assumptions specified in the contingency sourcing guidance. A plan, or group of plans, is contingency sourced as directed by the CJCS. The CJCS may delegate this direction, as required. Contingency sourcing is a detailed analysis of the sourcing feasibility of a plan led by the JFCs in collaboration with the Services and other FPs. Services have the responsibility to make recommendations on sourcing feasibility and risks during the contingency sourcing process. Contingency sourcing is a part of the plan assessment process and is usually directed prior to plan approval. Reference

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(aaa) details the plan assessment process. Due to staff capacity limitations, normally only the highest priority plans, detailed in references (f), (q), and (bbb), are directed to be contingency sourced.

a. Purpose. The results of contingency sourcing enables further assessments, such as a TFA, logistics supportability analysis (LSA), or logistics estimate. Contingency sourcing may also inform IPRs or readiness reviews within the plan assessment functions. References (dd), (aaa), and (bbb) contain more information on contingency sourcing.

b. Solutions and Risk Assessments. The JFCs, in collaboration with the Services and other FPs, identify contingency sourced forces (units) for a sourcing FA only. Contingency sourcing does not change C2 relationships between the contingency sourced unit and the CCDR. Contingency sourced units are not execution sourced units nor notified of pending deployment or movement. They are units that meet the force requirements for a plan at a specified point in time. The Joint Staff J-35, in coordination with the Services, is responsible for developing conventional contingency sourcing solutions with risks. The CCMD JFCs are responsible for developing sourcing solutions with risks for SOF, mobility, and cyberspace forces. Joint Staff J-35 consolidates contingency sourcing solutions and risks from the CCMD JFCs to develop a consolidated risk assessment.

c. Contingency Sourcing Guidance. The CJCS provides contingency sourcing guidance through the Joint Staff J-5 and J-35 in a contingency sourcing guidance message that includes sourcing assumptions and planning factors. The JFCs have final approval of the sourcing solution and provide the approved solution in the specified format.

(1) The contingency sourcing guidance message provides specific business rules and planning guidance. The message includes the situation, supported and supporting organizations, tasking, planning guidance, planning assumptions, sourcing assumptions, coordinating instructions, timeline for task completion, and format of the approved contingency sourcing solutions the JFC delivers to the CCMD and the Joint Staff J-5. Reference (aaa) specifies two contingency sourcing options for a plan assessment, each of which provides a different level of fidelity. Neither option results in any unit notifications or changes in directed command and control relationships. JIAs requirements are not contingency sourced in either Option A or B.

(2) Contingency Sourcing Option A. This option for contingency sourcing includes “above the line” unit availability and readiness. Above the line force elements may vary in different plans but are typically major combat types of forces (e.g., BCT, BN, carrier strike group, expeditionary strike group)

and identified support and logistics capabilities that are available for planning. Availability tables are updated quarterly and are located on the Joint Staff J-8 portal, reference (zz). Option A sourcing reflects substitutions of above the line forces; assessment of critical support forces, impact on unsourced or hard to source assets, and RC implications.

(3) Contingency Sourcing Option B. Option B sourcing is conducted at a higher level of fidelity than option A but at a lower level of fidelity than execution-level sourcing. CJCS- and SecWar-level plan assessments primarily focus on Contingency Sourcing Option B, with the supported CCDR releasing a notional TPFDD for contingency sourcing. The sourcing solution from an Option B sourcing effort is meant to provide a high enough level of contingency sourcing fidelity to allow USTRANSCOM to conduct a TFA. It also allows the supported CCMD to conduct a logistics assessment. This is a logistics supportability analysis or gross logistic assessment to estimate follow-on sustainment requirements IAW the logistics supplement to reference (bbb). Option B results in a contingency sourced TPFDD containing TUCHA data. It includes substitutions and mitigation factors. The force flow is a key part of any plan. Analyzing the force flow requires a sourcing FA and a TFA. A TPFDD is the format required for a TFA. Plan assessments that require a TFA require a notional TPFDD for contingency sourcing so the results can integrate into the TFA. Reference (bbb) requires TPFDDs on level 3T and 4 plans.

(4) Contingency sourcing does not interfere with the Services' ability to complete execution-level sourcing for annual, emergent, JIA, and exercise forces deploying to support CCDRs. It should be performed 2–4 months prior to a plan review with the SecWar. This timing allows required associated analysis and assessment (TFA and LSA) or to support further planning. Contingency sourcing:

- (a) Represents a “snapshot in time” of readiness and availability to assess plan sourcing feasibility.
- (b) Informs TFA and logistics supportability analysis.
- (c) Provides senior leaders insights to the plans' risks and shortfalls.
- (d) Provides execution level fidelity (human in the loop).
- (e) Provides critical feedback to planners.
- (f) Facilitates a more risk-informed discussion of options among senior leaders.

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4. Contingency Sourcing Schedule Memo. The Joint Staff J-5 Joint Operational War Plans Division (JOWPD) is responsible for collecting all contingency sourcing requests, developing a proposed Contingency Sourcing Schedule memo, presenting it to the GFMB for endorsement, and routing it for approval. Contingency sourcing is a manpower-intensive and time-consuming requirement that competes for resources with JFC and FP execution-level sourcing responsibilities. The GFMB is the final arbiter of all contingency sourcing requested events. Upon GFMB endorsement, the DJS approves the memo, which announces the plans scheduled for contingency sourcing and the timeline. The DJS Contingency Sourcing Schedule memo captures all contingency sourcing efforts. The schedule is adjusted when reasonable to accommodate the supported CCDRs' sourcing requests and the JFC's and FPs' ability to support.

a. Request Contingency Sourcing. CCMDs may submit a CCDR Contingency Sourcing Request, via e-mail, to Joint Staff J-5 JOWPD—with a copy to the Joint Staff J-35 Policy, Process, and Technology Division—for contingency sourcing for one or more plan(s). The Joint Staff J-5 may also nominate plan(s) for contingency sourcing.

(1) Joint Staff J-5 JOWPD requests each CCMD submit requests for plans to be contingency sourced.

(2) CCMDs prioritize their contingency sourcing requests based on several factors (e.g., upcoming SecWar plan review, time since last assessment, or indications and warnings).

(3) Joint Staff J-5 JOWPD consolidates all contingency sourcing requests and, in coordination with Joint Staff J-35, drafts a proposed contingency sourcing schedule.

b. Develop Contingency Sourcing Schedule Memo

(1) Joint Staff J-5 develops a proposed Contingency Sourcing Schedule memo. The proposed memo provides the results of Joint Staff J-5's analysis and prioritization, which includes the next quarter's contingency sourcing requirements, three successive quarters of sourcing requests, and instructions for submitting sourcing requests.

(2) The Joint Staff J-5 staffs the draft schedule with CCMDs, Services, and JFCs at the O-6 level, followed by GO/FO staffing.

(3) The Joint Staff J-5 presents the recommended Contingency Sourcing Schedule memo to the GFMB for endorsement.

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(4) Upon GFMB endorsement, the DJS approves, and Joint Staff J-5 distributes, the memo directing the next quarter's contingency sourcing requirements; three successive quarters of sourcing requests; and the timeline for the next GFMB.

(5) Contingency sourcing is done only when it does not adversely impact the JFCs and Services' ability to complete execution-level sourcing for rotational, emergent, JIA, and exercise forces deploying in support of CCDRs.

5. Contingency Sourcing Guidance Message. The contingency sourcing guidance message provides contingency sourcing assumptions, guidance, and direction for notional TPFDD development and release. It also specifies deliverables, timelines, and assigns tasks to specific commands. It includes the situation, supported and supporting organizations' tasking, coordinating instructions, and the timeline for task completion. The message also specifies the purpose of the contingency sourcing event.

a. Joint Staff J-5, with inputs from Joint Staff J-35, JFCs, CCMDs, and Services, drafts the contingency sourcing guidance message.

b. Joint Staff J-5 staffs the draft message to Joint Staff J-3, supported and supporting CCDRs, Services, and CCMD JFCs for review and comment and finalizes message.

c. Upon approval, Joint Staff J-5 releases the contingency sourcing guidance message.

6. Contingency Sourcing Data Refinement

a. Notional Time-Phased Force and Deployment Data. Prior to the contingency sourcing process, the supported CCDR develops a force list and a refined notional TPFDD. This internal process is directed by each CCMD plan development team and guided by reference (aaa).

b. Supported CCMDs enter assigned and allocated forces that are expected to source the force requirements in a force list and their CCMD TPFDD. Supporting CCMDs develop their own force lists and TPFDDs for their supporting plans. For contingency sourcing integrated plan sets, Joint Staff J-3 compiles the force lists and TPFDDs so the sourcing feasibility of the operational demand of the integrated plan set can be assessed through the contingency sourcing process holistically. After integrated plans are contingency sourced, the compiled TPFDDs are used to assess the transportation feasibility.

c. The supported CCDR's component commands enter the required data along with supporting data in the notional TPFDD. For example, FRN, JRC, UTC, Service, commander's required date (CRD), required delivery date (RDD), routing, and time-phased data associated with POD and destination to facilitate sourcing by the JFCs.

d. Supported components notify the supported CCMD and Service counterparts via Global Command and Control System Newsgroups or e-mail when initial FRNs are entered into the TPFDD and are available for contingency sourcing.

7. Contingency Sourcing Process. Contingency sourcing provides a notional force and capability sourcing solution to a supported CCDR's plan requirements to support plan analysis. The sourcing solution identifies the most ready, relevant, and available forces based on business rules, planning guidance, and sourcing assumptions provided in the contingency sourcing guidance message.

a. Sourcing Considerations. FPs contingency source forces according to the sourcing assumptions and sourcing guidance provided in the contingency sourcing guidance message and this enclosure. Routinely, the message directs the sourcing of forces possessing a readiness rating of C-1, C-2, or C-3 only. It is noted that units with a readiness of C-3 are, by definition, not capable of accomplishing all missions for which they are designed. As such, when a C-3 unit is contingency sourced, the FP must identify to the JFC why the unit or capability is degraded to C-3 and provide a get-well date. When an FP contingency sources a C-3 unit, it must certify the unit is capable of accomplishing the mission assigned by the supported CCDR. The contingency sourcing of a C-3 unit does not require the supported CCDR's preapproval or concurrence. The assignment of a C-3 unit to a supported CCDR's requirement is the determination of the Service. Notional TPFDD phasing does not require all sourced units at C+0. FPs need to be able to articulate whether a sourced unit is C-3 or better at its respective ready-to-load date (RLD).

b. Develop Contingency Sourcing Solution. The plan assessment readiness data conforms to reference (xx), and the contingency sourcing guidance message with respect to suspense dates.

(1) Sourcing units with a readiness rating of C-4 or C-5 is discouraged but may be allowed if the unit or force can perform the required mission, or to mitigate a force or capability shortfall. A JFC may recommend to the supported CCDR a unit with a readiness of C-4 if that unit is capable of accomplishing the mission to which it is assigned by the supported CCDR, or can quickly be modified to be C-2 or better prior to RLD (e.g., Navy surface

combatant in homeport and C-4 for ammunition). The supported CCDR either accepts or rejects the C-4 unit with the understanding that rejection of a C-4 unit results in a force or capability shortfall.

(2) For Contingency Sourcing Option B, requirements in the notional TPFDD are sourced using all available forces.

c. JFC Procedures. The following steps describe the actions that the Joint Staff JFC, in coordination with the Services, and the CCMD JFCs, in coordination with their assigned Service components, take to develop a sourcing solution for a CCDR's contingency plan:

(1) Upon CCDR notification that the notional TPFDD has been released for contingency sourcing, the JFCs review the notional TPFDD to ensure it possesses the essential elements of information (EEI) required to contingency source it. These EEI are:

(a) A description of the force or capability required in terms of a valid UTC.

1. A valid UTC is active in the TUCHA file. The UTC must represent the type of unit required in the plan. The TUCHA reference file contains active standard and nonstandard UTCs. Active nonstandard UTCs may be included as force requirements in a notional TPFDD submitted for contingency sourcing. Reference (ccc) and the associated data tables detail the TUCHA reporting structure.

2. To the maximum extent possible, planners should plan to use forces in the DoW inventory, thus the force requirement should be for units in the DoW inventory.

(b) The required timeline of the force or capability (LAD, RDD, or CRD).

(2) If conducting transportation feasibility in conjunction with contingency sourcing, additional required EEI may be identified in the contingency sourcing guidance message.

(3) When the notional TPFDD has the necessary information, the JFCs notify the Services, SFPs, CCMD JFC Service components, and other FPs that it is complete and to begin contingency sourcing.

d. Scheduling. The supported CCMD determines the type of contingency sourcing venue, dates, and location to conduct contingency sourcing actions

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with JFCs, Services, SFPs, and other FPs. Joint Staff J-35 supports contingency sourcing events, as required. The contingency sourcing venue should be collaborative in nature and ensure maximum participation by applicable contributors. The expected outcome of the sourcing event is a recommended initial AO joint consolidated sourcing solution in consultation with the supported CCMD, supporting CCMDs, Joint Staff, CCMD JFCs, and Services. The joint sourcing solutions include conventional, special operations, mobility, and cyberspace forces.

e. Force Provider Risk Informed Sourcing Solutions. The Services, SFPs, and CCMD JFC Service components provide detailed sourcing solutions and risk assessment data to the JFCs.

(1) Develop the sourcing solution with each Service's major units. An example is provided in Figure 6.

Units	Requirement	C-1 or C-2	C-3	C-4	Shortfalls
Fighter					
F-15C/D/EX					
F-15E					
F-16					
F-35					
Bomber					
B-1					
B-2					
Electronic					
EC-130H					
EA-37B					
C2					
E-3					
E-8					
Combat Search and Rescue					
HH-60					
Theater Airlift					
C-130					

Figure 6. Sourcing Solution Example

(a) Provide those units deemed critical or most important to the plan and above-the-line units (e.g., BNs and squadrons). Include any unit smaller than an above-the-line unit that has been sourced as C-4, is a shortfall, or otherwise needs highlighting.

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1. Services or FPs should identify: all the Service force requirements, CCMD assigned forces, forces allocated to other priorities, PTDO forces, the forces contingency sourced against the requirements, their level of readiness, and the force shortfalls (with the reason each was listed as C-3, C-4, or a shortfall) (Figure 7).

		C-1	C-2	C-3	C-4	C-5
Qty	MDS/Type	Unit Name	Overall C-Level	Notes		
6	B47	427th BS	4	C-4 due to Pers; Cross-level prior to RLD; mitigated by CCMD JFC		
6	B17	Shortfall		Deployed		
6	B29	511th BS	1			

Figure 7. Example with Details (Unit, Readiness, and Unit-Specific Notes)

2. Identify and recommend potential sourcing strategies to mitigate sourcing shortfalls for units or capabilities with an overall readiness level of C-4.

a. Forward all shortfall mitigation recommendations to the JFC for the supported CCDR's approval or rejection.

b. Receive, review, and act upon the supported CCDR's decision.

3. Enter the sourcing solution into the notional TPFDD that adheres to the direction outlined in the contingency sourcing guidance message. If a unit or capability with an overall readiness level of C-3 is nominated, the Service or CCMD JFC Service component must identify to the Joint Staff JFC or CCMD JFC why the unit is degraded.

4. Services must use the metrics in the Military Risk Matrix in reference (p) and amplified in reference (a) when reporting risks of sourcing. These metrics allow risks of Service contingency sourcing solutions to be compared using common metrics; however, Services need not limit themselves to only these metrics. In reporting risks, Services should use any additional metrics required to fully explain the risks of sourcing up the chain of command.

5. Services provide GO/FO endorsement of recommended sourcing solutions and Service risk assessments to the Joint Staff J-35.

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(b) While the Services are sourcing the notional TPFDD, the applicable JFC accomplish:

1. Monitor the sourcing effort.
2. Remain responsive to Services' requests for assistance and clarification.
3. Prepare to mitigate shortfalls by coordinating Service recommendations with the supported CCDR on the following as necessary:
 - a. Recommend C-4 units that meet the CCDR's mission requirements. C-4 unit recommendations must be forwarded to the supported CCMD for review and approval prior to contingency sourcing the capability.
 - b. Identify in-Service ILO sourcing solutions and recommend them to the supported CCDR for approval.
 - c. Identify and recommend cross-Service contingency sourcing solutions. If a cross-Service solution is found, it must be forwarded to the supported CCMD for review and approval.
 - d. The tasked JFC may request sourcing nominations from other JFCs if they do not have the capacity or capability to fulfill all force requests.

(2) The following actions outline the requirements for the JFCs to review and consolidate contingency sourcing solutions to develop a joint force consolidated sourcing solution. Joint Staff J-35:

(a) Collects each Service's and JFC's GO/FO-level recommended sourcing solution and risk assessment for the supported CCDR's force and capability requirements.

(b) Reviews and reconciles all shortfalls, specifically addressing the following questions:

1. Are the readiness ratings provided and explained?
2. Are shortfalls identified?
3. Is each shortfall explained (e.g., deployed, C-4)?

4. Have all mitigation sourcing solution recommendations been offered and approved by the supported CCDR?

f. Consolidated Sourcing Solution. The Joint Staff JFC consolidates the CCMD JFCs' contingency sourcing solutions and develops an overall contingency sourcing solution and risk assessment package along with an analysis of all data. From time to time, leadership requests contingency sourcing information pertaining to high-priority plan requirements for specialized forces, capabilities, weapon systems, or munitions. Services and JFCs prepare and provide this information in the time allotted. The overall sourcing solution and risk assessment package is depicted as a risk chart (Figure 8) and the overall risk assessment (Figure 9).

(1) Figure 8 usually depicts the major above-the-line units for each Service. For some plans, the type of forces depicted may be tailored to those most critical to the plan. The selection criterion is normally determined by shortfalls, specific notes that need highlighting, or the unit visibility with respect to the mission.

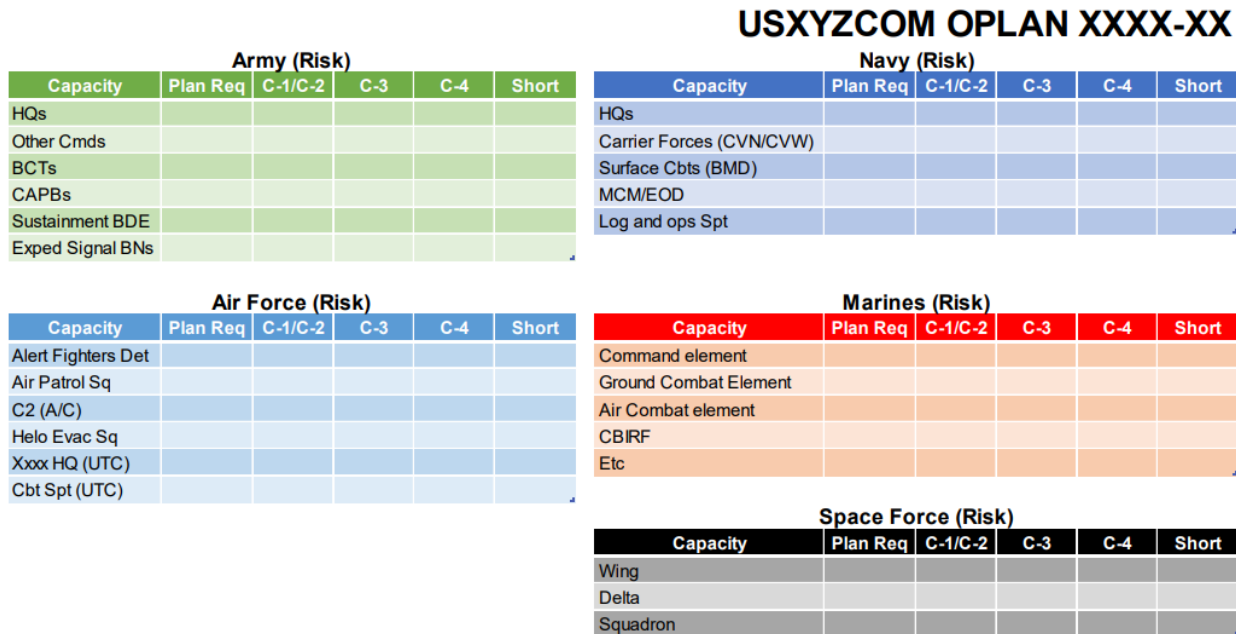


Figure 8. Sample Risk Chart (classified when filled in)

(2) The following actions outline the requirements for the Joint Staff J-35 to consolidate the conventional, SOF, mobility, cyberspace, and space contingency sourcing and risk assessments into an overall plan sourcing and risk assessment.

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(a) Section 153 of reference (w) requires the CJCS to assess the nature and magnitude of strategic and military risks in executing the missions called for in reference (y) and to provide a report of the Chairman's Assessment to Congress through the SecWar. Supporting this effort, Joint Staff J-35 assesses and reports to the Joint Staff J-5 the force sourcing risk of CCDRs' plans that have been contingency sourced.

(b) Each JFC provides a risk assessment to sourcing and sustaining the CCDR's requirements, including any force management, future challenges, or institutional risk factors associated with executing the plan.

(c) The Joint Staff JFC determines the overall risk assessment (Figure 9). The Joint Staff JFC weighs each individual Service's and JFC's risk assessment when determining the overall risk assessment with respect to sourcing the plan. The Joint Staff JFC analyzes all available information to develop the JFC overall risk assessment.

(d) To determine the risk of sourcing a force, JFCs rely on data provided by the Services. This comes from their respective Service force sourcing risk assessments. It includes all information gathered during the contingency sourcing process that pertains to sourcing, sustaining supported CCDR's requirements, force management, future challenges, or institutional risk factors associated with the potential execution sourcing of the plan being assessed.

(e) After receiving a final GO/FO-level contingency sourcing solution and risk assessment from each of the Services and applicable CCMD JFCs, the Joint Staff J-35 conducts a detailed analysis of all the data in light of the FP risk metrics (supporting) (Figure 9) to determine the force sourcing risk assessment.

(3) The following actions are required to develop and submit a JFC information brief.

(a) Before a JFC sourcing solution can be submitted to the supported CCDR, Joint Staff J-35, and the Joint Staff J-5, it must be reviewed and approved by the JFC at the appropriate leadership level. The JFC sourcing solution and force sourcing risk assessment are contained within the JFC information brief.

(b) At the conclusion of contingency sourcing, the JFC submits the final information brief to the supported CCDR prior to providing final to Joint Staff J-5.

(c) The JFC information briefs identify:

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1. The approving authority the force or capability requirements.
2. CCMD assigned and allocated forces.
3. PTDO forces.
4. The forces sourced against the requirements (those that are filled).
5. The readiness level of the forces and capabilities being contingency sourced.
6. The shortfalls and the reason various requirements were not resourced.
7. Actions taken to mitigate shortfalls.
8. The JFC's force sourcing risk assessment.

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<p>JFC Overall Risk Assessment</p>	<p>Reason(s): for the following reasons the XXX force risk assessment is LOW, MODERATE, SIGNIFICANT, or HIGH based on assessment criteria pertaining to dwell, unit readiness, employment availability, and capability sustainment is as follows:</p>
<p>MODERATE</p>	<p>Dwell Time. (MODERATE) USA: individual dwell issues, however unit (RC) is mobilized at MOB station so unit can perform mission. CCMD accepts (LOW) USN: N/A USMC: assigned Marine expeditionary unit command element recently returned from deployment. D2D less than 1:1 (HIGH) USAF: D2D greater than or equal to 1:2 (LOW) Unit readiness (personnel, equip and training) (SIGNIFICANT) USA: high percentage of Army units that do not meet readiness criteria (SIGNIFICANT) USN: sourcing of low readiness units (SIGNIFICANT) USMC: no significant issues, all sourced units are at acceptable readiness (LOW) USAF: no significant issues (LOW) Organizational suitability and deployment timeline (LOW) USA: no significant issues (LOW) USN: 1XFST sourced ILO medical augmentation team. CCMD accepts (MODERATE) USMC: all sourced assets are suitable for the mission and can meet timeline (LOW) USAF: no significant issues (LOW) Current employment availability (MODERATE) USA: MOB authority would need to accompany this concept plan (CONPLAN) for use of RC forces (MODERATE) USN: units sourced with higher C-ratings due to limited employment availability of certain assets (MODERATE) USMC: unit sourced for Marine expeditionary unit deployment can meet mission requirements (LOW) USAF: No significant issues (LOW) Capability sustainment USA: some units are missing some of their major pieces of equipment (MODERATE) USN: AOR would be significantly impacted if other emergent tasks arise in high priority CDR AORs (SIGNIFICANT) USMC: no significant issues (LOW) USAF: no significant issues (LOW)</p>

Figure 9. Sample Overall Supporting Risk Assessment

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GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

A&P	ally and partner
AC	Active Component
Advana	advanced analytics
AFSC	Air Force specialty code
AFD	assigned force demand
ALERTORD	alert order
AMHS	Automated Message Handling System
AN/TPY-2	Army Navy Transportable Radar Surveillance
AO	action officer
AOR	area of responsibility
APOD	aerial port of debarkation
ARMS	Air Refueling Management System
ASW(R)	Assistant Secretary of War for Readiness
ASW(SO/LIC)	Assistant Secretary of War for Special Operations and Low-Intensity Conflict
ATO	air tasking order
BCT	brigade combat team
BMD	ballistic missile defense
BN	battalion
C2	command and control
CA	civil affairs
CCD	coherent change detection
CCDR	Combatant Commander
CCMD	Combatant Command
CCP	Combatant Command campaign plan
CD	counterdrug
CDR	commander
CDRUSELEMNORAD	Commander, U.S. Element, North American Aerospace Defense Command
CDRUSNORTHCOM	Commander, U.S. Northern Command
CDRUSSOCOM	Commander, U.S. Special Operations Command
CDRUSTRANSCOM	Commander, U.S. Transportation Command
CDRUSCYBERCOM	Commander, U.S. Cyber Command
CFMA	cyberspace forces mission alignment
CFMAP	cyberspace forces mission alignment process
CHOP	change of operational control
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction

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CJCSM	Chairman of the Joint Chiefs of Staff manual
CJSOR	combined joint statement of requirements
COA	course of action
COCOM	combatant command (command authority)
CO-IPE	cyberspace operations–integrated planning element
COMINT	communications intelligence
CONOPS	concept of operations
CONPLAN	concept plan
CPF	Cyber Protection Force
CR	contingency response
CRAE	capability, readiness, availability, and employment
CRD	commander’s required date
CRF	contingency response force
CSA	combat support agency
CSO	consolidated strategic opportunities
CTOC	countering transnational organized crime
CVN	aircraft carrier, nuclear
CWOS	close without sourcing
D2D	deployment-to-dwell
DASW(P)	Deputy Assistant Secretary of War for Plans
DDRO	Deputy Director for Regional Operations and Force Management
DEMOB	demobilization
DEPOD	deployment order
DepSecWar	Deputy Secretary of War
DHA	Defense Health Agency
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DIRLAUTH	direct liaison authorized
DJ-3	Joint Staff Director for Operations, J-3
DJS	Director, Joint Staff
DoD	Department of Defense (title 10, U.S. Code)
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DoW	Department of War (E.O. 14347)
DoW-EC	Department of War Expeditionary Civilians
DRRS	Defense Readiness Reporting System
DRRS-S	Defense Readiness Reporting System-Strategic
DRT	directed readiness tables
DS	direct support
DSN	Defense Switch Network
DTG	date-time group
DTM	directive-type memorandum

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EAD	earliest arrival date
EEI	essential elements of information
EO	electro-optical
ETMS2	Enterprise Task Management Software Solution
EXORD	execute order
FA	feasibility assessment
FBM	forward-based mode
FD	force deployment (JCRM module)
FDNF	forward-deployed naval force
FDR	foreign disaster relief
FE	force element
FEL	force element list
FM	force module
FMS	Force Management System (U.S. Army)
FMTS	Fourth Estate Manpower Tracking System
FMV	full motion video
FOB	forward operating base
FORCEPREP	force preparation (NATO)
FOS	feasibility of support
FP	force provider
FRN	force requirement number
FTN	force tracking number
FYDP	Future Years Defense Program
FY	fiscal year (followed by four-digit numeral)
FY E	execution fiscal year
FY E1	execution fiscal year plus one
FY E2	execution fiscal year plus two
FY E3	execution fiscal year plus three
FY E4	execution fiscal year plus four
GCF	Global Competition Framework
GCP	global campaign plan
GDSS	Global Decision Support System
GENTEXT	general text
GFM	Global Force Management
GFM-DI	Global Force Management Data Initiative
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
GOC	global operations center
GO/FO/SES	general officer/flag officer/senior executive service member

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HIS	hyper-spectral imagery
HN	host nation
HQ	headquarters
HRV	human rights vetting
IAW	in accordance with
ICTC	inland cargo transfer company
ID	identification
IDTS	if directed-to-source
ILO	in lieu of
IMA	individual mobilization augmentees
IMINT	imagery intelligence
IMO	intermediate military objective
IPR	in progress review
IR	infrared
IRF	immediate response force
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
J-1	Joint Staff Directorate for Manpower and Personnel, J-1
J-2	Joint Staff Directorate for Intelligence, J-2
J-23	Joint Staff Deputy Directorate for Crisis and Current Operations, J-23
J-3	Joint Staff Directorate for Operations, J-3
J-32	Joint Staff Deputy Directorate for Intelligence Surveillance Reconnaissance Operations, J-32
J-35	Deputy Directorate for Regional Operations and Force Management, J-35
J-35	Joint Staff Deputy Directorate for Regional Operations and Force Management, J-35
J-36	Deputy Directorate for Nuclear and Homeland Defense Operations, J-36
J-37	Deputy Directorate for Special Operations and Counter Terrorism, J-37
J-4	Joint Staff Directorate for Logistics, J-4
J-5	Joint Staff Directorate for Strategy, Plans, and Policy, J-5
J-6	Joint Staff Directorate for Command, Control, Communications, and Computers/Cyber, J-6
J-7	Joint Staff Directorate for Joint Force Development, J-7
J-8	Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8
J-8	Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8

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J-Dir	Joint Staff Directorate
JCET	joint combined exchange training
JCRM	Joint Capabilities Requirements Manager
JCS	Joint Chiefs of Staff
JDNETS	Joint Operations Planning and Execution System Data Network Services
JFC	Joint Force Coordinator (both Joint Staff and CCMD types)
JFP	joint force provider (legacy term in JCRM, now CCMD JFC)
JIA	joint individual augmentation/augmentee
JMD	joint manning document
JOA	joint operating area
JOD-GFM	Joint Staff J-35 Joint Operations Division–Global Force Management
JOPES	Joint Operation Planning and Execution System
JOWPD	Joint Staff J-5 Joint Operational War Plans Division
JP	Joint Publication
JPRA	Joint Personnel Recovery Agency
JPEC	joint planning and execution community
JRC	joint requirement code
JRSOI	joint reception, staging, onward movement, and integration
JSSC	Joint Staff Support Center
JTF	joint task force
JTF-PO	Joint Task Force–Port Opening
JTT	Joint Training Tool
JWG	joint working group
LAD	latest arrival date
LEA	law enforcement agency
LIDAR	light detection and ranging
LRFC	language, regional expertise, and cultural
LSA	logistics supportability analysis
LRFC	language, regional expertise, and cultural
M2D	mobilization-to-dwell
MD	missile defense
MET	mission-essential task
METL	mission-essential task list
MI	military intelligence
MILPERS	military personnel
MOA	memorandum of agreement
MOB	mobilization

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MOD	modification
MOS	military occupational specialty
MP	military police
MSI	multispectral imagery
MSS	Maven Smart System
NATO	North Atlantic Treaty Organization
NDS	National Defense Strategy
NEC	Navy enlisted classification
NGB	National Guard Bureau
NGO	nongovernmental organization
NIPRNET	Non-classified Internet Protocol Router Network
NLT	not later than
O&M	operations and maintenance
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OCO	overseas contingency operations
OCP	operational capability package
OGC	office of general counsel
OPCON	operational control
OPLAN	operation plan
OpsDepts	operations deputies
OPTEMPO	operational tempo
OSW	Office of the Secretary of War
OUSW(I&S)	Office of the Under Secretary of War for Intelligence and Security
OUSW(P)	Office of the Under Secretary of War for Policy
OUSW(P&R)	Office of the Under Secretary of War for Personnel and Readiness
PA	public affairs
PAX	passengers
PED	processing, exploitation, and dissemination
PERS	personnel strength
PERSTEMPO	personnel tempo
PID	plan identification number
PLANORD	planning order
POC	point of contact
POD	port of debarkation
PR	personnel recovery
PSYOP	psychological operations
PTDO	prepare to deploy order
RC	Reserve Component

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RDD	required delivery date
REDEPOD	redeployment order
RFA	request for assistance
RFDS	request for direct support
RFF	request for forces
RFFID	request for forces identification
RFI	request for information
RIP	relief in place
RLD	ready-to-load date
SAR	synthetic aperture radar
SecDef	Secretary of Defense
SecState	Secretary of State
SecWar	Secretary of War
SES	senior executive service
SFA	security force assistance
SFP	Service force provider
SHAPE	Supreme Headquarters Allied Powers Europe
SIGINT	signals intelligence
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
SMS	Single Mobility System
SM-3	Standard Missile-3
SOF	special operations forces
SOF-GSOS	special operations forces-global synchronization of special operations
SPOD	seaport of debarkation
SRC	standard requirement code
SSCI	significant security cooperation initiative
SVTC	secure video teleconference
TACON	tactical control
TDY	temporary duty
TFA	transportation feasibility assessment
TLAM	Tomahawk land-attack missile
TPE	theater-provided equipment
TPFDD	time-phased force and deployment data
THAAD	Terminal High Altitude Area Defense
THF	threshold forces
TOA	transfer of authority
TSC	theater security cooperation
TUCHA	type unit characteristics
UIC	unit identification code

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ULN	unit line number
USA	U.S. Army
USAF	U.S. Air Force
USCG	U.S. Coast Guard
USG	U.S. Government
USW(I&S)	Under Secretary of War for Intelligence and Security
USW(P)	Under Secretary of War for Policy
USW(P&R)	Under Secretary of War for Personnel and Readiness
USCYBERCOM	U.S. Cyber Command
USELEMNORAD	U.S. Element, North American Aerospace Defense Command
USEUCOM	U.S. European Command
USFFC	U.S. Fleet Forces Command
USMC	U.S. Marine Corps
USN	U.S. Navy
USNORTHCOM	U.S. Northern Command
USNMR	U.S. National Military Representative
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USSF	U.S. Space Force
USSPACECOM	U.S. Space Command
USSTRATCOM	U.S. Strategic Command
USTRANSCOM	U.S. Transportation Command
UTC	unit type code
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VOCO	verbal orders of the commanding officer
WAMI	wide area motion imagery
Y/N	Yes or No (software drop-down menu)

GLOSSARY

PART II – DEFINITIONS

ad hoc sourcing. The consolidation of individuals and equipment from various commands, Military Departments, or the Services to form a deployable and employable entity properly trained, manned, and equipped to meet the supported Combatant Commander's requirements.

adaptive force package. A collection of standard or nonstandard requirements for forces that are usually embarked on maritime platforms to provide a complete capability. (GFMIG)

administrative control

(1) Direction or exercise of authority over subordinate or other organizations in respect to administration and support. (JP 1, Vol 2)

(2) Direction or exercise of authority over subordinate or other organizations with respect to administration and support including organization of Military Departments or Service forces, control of resources, and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (GFMIG)

alert. A warning received by a unit or headquarters that forewarns of an impending operational mission. In the context of Global Force Management, Reserve Component forces can be alerted up to 24 months prior to mobilization. (GFMIG)

alert order.

(1) A planning directive normally associated with a crisis that provides essential guidance and directs planning after the directing authority has approved a military course of action, but has not yet authorized execution.

(CJCSM 3130.03B)

(2) A planning directive that provides essential planning guidance and directs the initiation of planning but does not authorize execution. (JP 5-0)

Also called ALERTORD.

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

allocation. The command and control mechanism used by the Secretary of War to transfer forces to temporarily adjust the distribution of forces among the Combatant Commands and U.S. Element North American Aerospace Defense

Command to accomplish directed missions consistent with title 10, U.S. Code, section 162(a)(3). (GFMIG)

area of responsibility. The geographical area associated with a Combatant Command within which a Combatant Commander has authority to plan and conduct operations. See also Combatant Command. Also called AOR. (JP 1, Vol 1)

assign. To place units or personnel in an organization where such placement is relatively permanent, or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. (JP 3-0)

assigned force demand. Tracking of the demand signal for Combatant Commander (CCDR) use of forces assigned by the Forces For assignment tables to conduct operational missions within the CCDR area of responsibility as part of the Global Force Management annual allocation process. Also called AFD. (GFMIG)

assigned forces. Those units, equipment, and resources placed under the combatant command (command authority) of a unified commander by the Secretary of a Military Department and by Secretary of War (SecWar) direction in SecWar's "Forces For Unified Commands" memo in accordance with title 10, U.S. Code, section 162. (GFMIG)

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

assumption. A specific supposition of the operational environment that is assumed to be true, in the absence of positive proof, essential for the continuation of planning. (JP 5-0)

attach

- (1) The placement of units or personnel in an organization where such placement is relatively temporary.
- (2) The detailing of individuals to specific functions where such functions are secondary or relatively temporary. (JP 3-0)

attached forces. Units or personnel placed in an organization where such placement is relatively temporary. When a force is attached to a Combatant Command using the allocation process the specified command relationship for

the Combatant Commander to exercise over the force is normally operational control or tactical control. (JP 1 Vol 2)

available (for employment). A part of the force structure that can meet a given requirement or requirements for a designated operation or mission at a specified time.

availability (for employment). The characteristic of a force, as part of the force structure that can meet a given requirement or requirements for a designated operation or mission at a specified time. (GFMIG)

availability (for planning). 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. (GFMIG)

base plan. A type of operation plan that describes the concept of operations, major forces, sustainment concept, and anticipated timelines for completing the mission, without annexes or time phased force and deployment data. (JP 5-0).

binning. Binning is a method to categorize potentially sourced units from most desirable to least desirable. It is an initial step in the development of a sourcing solution.

campaign plan. A plan for a series of related operations aimed at achieving strategic or operational objectives. (JP 5-0)

combatant command (command authority). Nontransferable command authority, which cannot be delegated, of a Combatant Commander to perform those functions of command over assigned forces involving organizing and employing commands and forces; assigning tasks; designating objectives; and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. In law it is described as the “command authority of the combatant commander.” Also called COCOM. (JP 1 Vol 2)

concept plan. An abbreviated plan, in the format of an operation plan, that expands on the concept of operations. Also called CONPLAN. (JP 5-0)

contingency sourcing. Specific forces identified by a Joint Force Commander, assisted by their Service components and the parent Military Departments or Services, that meet the planning requirement at a specified point in time and represent a snapshot depiction for senior leadership. (GFMIG)

coordinating authority. A commander or individual who has the authority to require consultation between the specific functions or activities involving forces of two or more Services, joint force components, or forces of the same Service or agencies but does not have the authority to compel agreement. (JP 1, Vol 2)

crisis. An emerging incident or situation involving a possible threat to the United States, its citizens, military forces, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, or military importance that commitment of military forces and resources is contemplated to achieve national and/or strategic objectives. (JP 3-0)

crisis establishments. An establishment of military and civilian posts for a military organization that needs to respond to a crisis, which does not fall under Article 5 of the North Atlantic Treaty. (NATO Terminology Database)

cyberspace. A global domain within the information environment consisting of the interdependent networks of information technology infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. (JP 3-12)

Defense Readiness Reporting System. The means to monitor the readiness of the Department of War components to provide capabilities to support reference (r) as directed by Presidential and Secretary of War guidance. The Defense Readiness Reporting System encompasses the automated, near real-time readiness reporting systems that provide current readiness status for operational forces and defense support organizations in terms of their ability to perform Mission Essential Task Lists specified in the defense and contingency planning guidance, theater security cooperation guidance, and the *Unified Command Plan*. Also called DRRS. (DoDD 7730.65)

defense support of civil authorities. Support provided by U.S. forces (title 10, U.S. Code), Department of War (DoW) civilians, DoW contract personnel, DoW component assets, and National Guard forces (when the Secretary of War, in coordination with the Governors of the affected states, elects and requests to use those forces in title 32, U.S. Code status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. (DoDD 3025.18)

demobilization

(1) The process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. The process necessary to

release from active duty, or federal service, units and Reserve Component members who were ordered to active duty or called to federal service.

(2) The process necessary to release from active duty, or federal service, units and Reserve Component members who were ordered to active duty or called to federal service. See also mobilization. (JP 4-05)

deployment. The movement of forces into and out of an operational area. (JP 3-35) For computing D2D, see GFMIG.

deployment order.

(1) A directive for the deployment of forces for operations or exercises.

(2) A directive from the Secretary of War, issued by the Chairman of the Joint Chiefs of Staff, that authorizes the transfer of forces between Combatant Commanders (CCDRs), Services, and Department of War agencies and specifies the authorities the gaining CCDR exercises over the specific forces to be transferred. Also called DEPORD. (GFMIG)

deployment-to-dwell ratio. The ratio of time a unit, detachment, or individual is operationally deployed to the time the unit, detachment, or individual is in dwell. Also called D2D. (GFMIG)

direct liaison authorized. That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Also called DIRLAUTH. (JP 1, Vol 2)

direct support. A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. (JP 3-09.3)

Department of War agencies. Includes defense agencies, Department of War (DoW) field activities, and other DoW components that are not in a Military Department or Service, Combatant Command, the Office of the Secretary of War, or the Joint Staff but may provide force sourcing solutions to Combatant Commander force requirements. (GFMIG)

DoW-EC Force Pool. The number and type (by series and grade group) of projected expeditionary civilian requirements included in the demand signal that Force Providers (FPs) should be prepared to meet. The Force Pool represents the limit of civilian capacity that can be provided by an FP with acceptable risk. (DTM 17-004)

dwell

(1) (Active Component – for computing Deployment to Dwell) The time a unit, detachment, or individual not attached to a unit or detachment is not on a deployment. Dwell begins when most of a unit or detachment, or an individual not attached to a unit or detachment, returns at their homeport, station, or base from a deployment. Dwell ends when the unit or individual leaves on a deployment. An Active Component unit or individual either on a deployment or in dwell. (GFMIG)

(2) (Reserve Component – for computing Mobilization to Dwell) That period of time between the release from active duty pursuant to title 10, U.S. Code, sections 12301(a), 12302, 12304, 12304a, and 12304b and the reporting date for a subsequent tour of such active duty. Such time includes any active duty performed in accordance with title 10, U.S. Code, sections 12301(b) and 12301(d) between such two periods of active duty pursuant to title 10, U.S. Code, sections 12301(a), 12302, 12304, 12304a, or 12304b. For computing D2D and M2D, see GFMIG and DoDI 1235.12, respectively.

earliest arrival date. A day, relative to C-day, that is specified as the earliest date when a unit, resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment (JP 3-35). Used with the latest arrival date, it defines a delivery window for transportation planning. Also called EAD. (JP 3-35)

end date. The day the allocated force transfers from the Combatant Command to the force provider. For forces that are physically deployed, this is normally the last day the forces are in the ordered area of responsibility (AOR). For naval forces, this specifies the AOR out-change of operational control date. Based on context, there are requested, nominated, recommended, and ordered end dates.

engagement. All military activities involving other nations intended to shape the theater security environment in peacetime. (GFMIG)

execute order

(1) An order issued by the Chairman of the Joint Chiefs of Staff, at the direction of the Secretary of War, to implement a decision by the President to initiate military operations.

(2) An order to initiate military operations as directed. (JP 5-0)
Also called EXORD.

execution sourcing. The process of identifying forces to meet Combatant Commander force requirements to execute authorized missions.

force. An aggregation of military personnel, weapon systems, equipment, capabilities and necessary support, or combination thereof. (JP 1, Vol 1)

force flow. The process of getting forces and material deployed in support of an operation, including routing, movement data for cargo and personnel, mode of transport, and priorities to indicate desired sequencing for arrival at the destination. (GFMIG)

force list. Forces required by a plan, including assigned, allocated, attached, and augmentation forces and other forces to be employed for the plan.

force provider. Military Departments, the Services, the U.S. Coast Guard, Combatant Commanders (CCDRs) with assigned forces, National Guard, and Department of War agencies are force providers. They provide force sourcing solutions to CCDR force requirements. Also called FP. (GFMIG)

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. See also identification of preferred forces, contingency sourcing, and execution sourcing. (JP 5-0)

force sufficiency. A measure of the ability of the joint force to generate the forces required, in terms of capability, capacity, and timeline, to meet Combatant Command demand for forces for a given fiscal year. (GFMIG)

force tracking number. An 11-character alphanumeric reference number assigned by a supported Combatant Commander to its requested force capability requirements. Also called FTN. (GFMIG)

Global Competition Framework. A Secretary of War-approved, single prioritized list of all Intermediate Military Objectives from across the five Global Campaign Plans, aligned to Department of War prioritization guidance in the *National Defense Strategy and Guidance for the Employment of the Force*. Also called GCF. (CJCSI 3100.01F)

Global Force Management. To achieve strategic direction through the assessment, availability (for planning), assignment, allocation, and directed readiness of the Joint Force while proactively balancing risk. Also called GFM. (GFMIG)

Global Force Management Allocation Plan. A Secretary of War-approved document that authorizes force allocations and deployments in support of a Combatant Commander (CCDR) force and joint individual augmentation requirements. Provides details on the type of force or capability allocated and

number of units, personnel, or overall area of responsibility presence for each CCDR. Also called GFMAP. (GFMIG)

Global Force Management Allocation Plan Annex Schedule. A Combatant Command joint force coordinator document that implements the guidance in the Global Force Management Allocation Plan (GFMAP) annexes and directs force providers (FPs) to deploy forces as authorized by the Secretary of War in the GFMAP annexes. The GFMAP annex schedules provide details such as type of force or capability allocated, force tracking number, who the FP is, and deployment or prepare to deploy order dates or presence level. (GFMIG)

Global Force Management Board. The Global Force Management Board is chartered to assess alignment of all Global Force Management (GFM) processes with the Department of War's strategic priorities over one Future Years Defense Plan (FYDP), evaluate force management decision effects throughout the FYDP, develop GFM options and recommendations to the Secretary of War (SecWar), and then implement SecWar's direction through the GFM processes described in the Global Force Management Implementation Guidance. The GFMB is a general or flag officer and senior executive service-level body tri-chaired by the following Directors of the Joint Staff Directorates: Joint Staff Director for Operations, J-3; Joint Staff Director for Strategy, Plans, and Policy, J-5; and Joint Staff Director for Force Structure, Resources, and Assessment, J-8. The GFMB tri-chairs are responsible for planning, preparation, and execution of each GFMB that convenes periodically to address specific tasks and emergent issues as required. Also called GFMB. (GFMIG)

homeland defense. The military protection of United States sovereignty and territory against external threats and aggression or, as directed by the President, other threats. (JP 3-27)

individual mobilization augmentee. An individual reservist attending drills who receives training and is preassigned to an Active Component organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Also called IMA. (JP 4-05)

In-lieu-of sourcing. An overarching sourcing methodology that provides alternative force sourcing solutions when other force sourcing options are not available. An in-lieu-of force or capability is a standard force, including associated table of organization and equipment, that is deployed or employed to execute missions and tasks outside its core competencies. The force can be generated by FPs or as a result of a change of mission(s) for forward-deployed forces. Also called ILO. (GFMIG)

intelligence, surveillance, and reconnaissance

(1) An integrated operations and intelligence activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations.

(2) The organizations or assets conducting such activities.

Also called ISR. (JP 2-0)

Joint Staff joint force coordinator. The Joint Staff joint force coordinator (JFC) is responsible for consolidating and staffing all sourcing recommendations from all JFCs for the Secretary's Orders Book approval process. In coordination with the Combatant Commands and force providers, the Joint Staff JFC identifies and recommends sourcing solutions for all joint individual augmentation and conventional force requirements, including Civil Affairs and Psychological Operations forces supporting conventional missions.

Combatant Command joint force coordinator. The Combatant Commands (CCMDs) responsible for recommending to the Chairman of the Joint Chiefs of Staff trained and ready capabilities and forces for allocation by the Secretary of War to support CCMD requirements. The *Unified Command Plan* assigns U.S. Special Operations Command, U.S. Transportation Command, and U.S. Cyber Command responsibilities of joint force coordinators to develop and provide prioritized and risk-informed allocation sourcing recommendations of special operations forces, mobility forces, cyberspace, and space forces, respectively. Previously known as "joint force provider." (GFMIG and UCP)

joint individual augmentee. An unfunded temporary duty (TDY) position (or member filling an unfunded TDY position) identified on a joint manning document by a supported Combatant Commander to augment headquarters operations during contingencies. Also called JIA. (JP 4-05)

joint manning document. A manning document that identifies all manning billets essential to the command and control of a headquarters organization. Also called JMD. (GFMIG)

Joint Operation Planning and Execution System Information Technology. Joint Operation Planning and Execution System (JOPES) Information Technology (IT) is a global command and control system used to plan and execute force deployment, redeployment, and high-value sustainment. It uses a suite of applications and web services to develop, exchanges, validate, and maintain JOPES and Joint Planning and Execution Services databases. Also called JOPES IT. (CJCSM 3130.04)

latest arrival date. A day, relative to C-day, that is specified by the supported Combatant Commander as the latest date when a unit, resupply shipment, or replacement personnel can arrive at the point of departure and support the concept of operations. Used with the earliest arrival date, it defines a delivery window for transportation planning. Also called LAD. (CJCSM 3130.04)

mobility. A quality or capability of military forces that permits them to move from place to place while retaining the ability to fulfill their primary mission. (JP 3-36)

Mobilization

(1) The process of assembling and organizing national resources to support national objectives in time of war or other emergencies. (JP 4-05)

(2) The process by which the Military Services or part of them are brought to a heightened state of readiness for war or other national emergency. This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel. (DoDI 1235.12)
Also called MOB.

mobilization-to-dwell ratio. The ratio of time a unit, detachment, or individual is mobilized to the time the unit, detachment, or individual is in dwell. Also called M2D. (GFMIG)

operation plan. A detailed plan implementing the concept of operations, including all annexes and a time-phased force and deployment list. Also called OPLAN. (JP 5-0)

operational control. The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Also called OPCON. (JP 1, Vol 2)

operational deployment. An operational deployment begins when the majority of a unit or detachment, or an individual not attached to a unit or detachment, departs homeport, station, or base or departs from an in-route training location to meet a Secretary of War (SecWar)-approved operational requirement. Forces deployed in support of execute orders, operations plans, or concept plans approved by the SecWar are also considered operationally deployed. An operational deployment ends when the majority of the unit or detachment, or an individual not attached to a unit or detachment, arrives back at their homeport, station, or base. Forces operationally employed by the SecWar orders at their home station or in prepare to deploy orders status at home station are not operationally deployed. (GFMIG)

operational risks. Those risks associated with the current force executing the strategy successfully within acceptable human, material, financial, and strategic costs. (CJCSM 3105.01)

personnel strength. Personnel strength in the objective area for the specific force requirement. Personnel strength includes everyone transported to the objective area by all modes of transportation. Only personnel who are committed to the plan or operation are included in personnel strength. Personnel strength should be greater than or equal to passenger count. Also called PERS. (CJCSM 3150.16)

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)

preferred forces. Forces that are identified by the supported Combatant Commander to continue employment, sustainment, 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. (GFMIG)

prepare to deploy order. An order issued directing an increase in a deployability posture and specifying a timeframe the unit must be ready to begin deployment upon receipt of a deployment order. Also called PTDO. (JP 5-0 and GFMIG)

presence. For afloat forces, demand and presence are measured separately for each unit within a Combatant Commander’s (CCDR’s) area of responsibility (AOR) and are computed only within the bounds of each fiscal year. CCDR presence begins with the AOR in-change of operational control (CHOP) date, ends with the AOR out-CHOP date, and is expressed as the quotient of the actual number of days in the AOR (CHOP line to CHOP line) divided by 365 days. For forward-deployed naval forces (FDNF), except for days spent in Chief of Naval Operations or major depot maintenance availabilities, each day counts toward CCDR presence. Example: An FDNF CVN in a 91-day shipyard maintenance availability during the fiscal year is 274 days of 365 days resulting in 0.75 CCDR presence. Transitory presence within an AOR counts toward meeting overall presence levels.

processing, exploitation, and dissemination. Processing, exploitation, and dissemination (PED) capability encompasses the equipment that receives, processes, relays, and stores or transmits collected data, the communications systems architecture, and associated bandwidth or throughput that moves collected data to an exploitation center. The exploitation center that receives

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processed data, turns it into a usable form, and disseminates information to customers; and the personnel that satisfy specific Combatant Command PED requirements. Also called PED. (JP 2-0)

reachback. The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed. (JP 3-30)

readiness. The ability of U.S. military forces to fight and meet the demands of assigned missions. (JP 1 Vol 2)

reconstitution. Those actions taken by a military force during or after operational employment to restore its combat capability to full operational readiness. (JP 3-35)

redeployment. The transfer of rotation forces and material to support another joint force commander's operational requirements or to return personnel, equipment, and material to the home or demobilization stations for reintegration or out-processing. (JP 3-35)

request for forces. A request from a Combatant Commander (CCDR) for forces or capabilities to address requirements that cannot be sourced by the requesting headquarters. The request is generated because (either) the unit or capability is not resident in existing assigned or allocated forces or the unit or capability is not available due to current force commitments with other ongoing requirements in the CCDR's area of responsibility. Requests for forces are not used to request forces for exercises or individual requirements. Also called RFF. (GFMIG)

Reserve Component. The Armed Forces of the United States Reserve Component consists of the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve. Also called RC. (JP 4- 05)

resources. The forces, materiel, and other assets or capabilities available (for planning) or allocated to the commander of a unified or specified command. (GFMIG)

risk. Probability and consequence of an event causing harm to something valued, classified within one of four risk levels (low, moderate, significant, or high). (CJCSM 3105.01)

military risk. Probability and severity of loss linked to the ability to resource, execute, and sustain military operations adequately in support of the strategic objectives. (CJCSM 3105.01) Military Risk is composed of two categories:

risk to mission. Probability and severity of loss linked to the ability to execute assigned missions at acceptable human, material, financial, and strategic costs. This includes risk as both a supported and supporting Combatant Commander. (GFMIG and CJCSM 3105.01)

risk to force. Probability and severity of loss linked to the ability for a joint force provider, Military Department, or Service to recruit, man, train, equip, and sustain the force to meet strategic objectives. (GFMIG and CJCSM 3105.01)

operational risk. Those risks associated with the current force executing the strategy successfully within acceptable human, material, financial, and strategic costs.

strategic risk. The potential impact upon the United States—including U.S. population, territory, and interests—of current and contingency events given their estimated consequences and probabilities.

risk assessment. The identification and assessment of hazards (first two steps of the risk management process). (CJCSM 3105.01 and JP 3-26)

rotational forces. Replacements for forces currently allocated. (GFMIG)

security assistance. A group of programs authorized by federal statutes by which the United States provides defense articles, military training, and other defense-related services by grant, lease, loan, credit, or cash sales in furtherance of national policies and objectives, and those that are funded and authorized through the Department of State to be administered by Department of War–Defense Security Cooperation Agency, which are considered part of security cooperation. (JP 3-20)

security cooperation. Department of War interactions with foreign security establishment to build relationships that promote specific United States security interests, develop allied and partner military and security capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to allies and partners. (JP 3-20)

security force assistance. Department of War activities that support the development of the capability and capacity of foreign security forces and their supporting institutions. Also called SFA. (JP 3-20)

Service force provider. Commands directed or authorized by the Secretary of the Military Department or Service Chief to perform roles and responsibilities of a force provider and Service. Possesses authorities, as directed or authorized by the Secretary of War to Military Department Secretaries (that Military Department Secretaries may further delegate) to exercise training and readiness oversight and provide global sourcing recommendations. Also called SFP. (GFMIG)

Service-retained forces. Operational forces not assigned to a Combatant Command that remain assigned to the Secretary of the Military Department. (GFMIG)

shortfall. The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those quantities identified as available for planning that would adversely affect the command's ability to accomplish its mission. (JP 5- 0)

standard force solution. A mission ready, joint capable force with associated table of organization and equipment executing its core mission. This force also has completed core competency training associated with the request for force's requested capabilities.

start date. The day the allocated force transfers to the Combatant Command (CCMD). For forces that physically deploy the date the force, including personnel and equipment, must arrive in in the supported CCMD's area of responsibility to begin joint reception, staging, onward movement, and integration, normally at the port of departure. Based on context, there are requested, nominated, recommended, and ordered start dates. (GFMIG)

strategic opportunity. An arrangement of forces in time, space, and purpose; leveraged to proactively shape the strategic environment and further priority campaign objectives. (GFMIG)

stressed force element. Forces at their limit of generating readiness for day-to-day requirements where additional employment demands would induce extreme risk to war plan execution. (GFMIG)

supported commander

(1) The commander having primary responsibility for all aspects of a task assigned by the joint operation planning authority.

(2) In the context of joint operation planning, this term refers to the commander who prepares operations plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff.

(3) In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (JP 3-0)

supporting commander

(1) A commander who provides actions and other directed support to a supported commander.

(2) In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (JP 3-0)

tactical control. The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish the missions or tasks assigned. Also called TACON. (JP 1, Vol 2)

threshold forces. The minimum set of forces, positioned in the United States or forward-based, that the Secretary of War does not intend to go below even during major operation plan execution in another area of responsibility that address homeland defense, counterterrorism, strategic nuclear deterrence, ballistic missile defense, or New Normal associated execute orders. Also called THF. (GFMIG)

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

Top-Down Allocation Guidance. The Chairman of the Joint Chiefs of Staff globally integrated direction on how the joint force should be distributed to focus on the strategic priorities. (GFMIG)

transportation feasibility. A determination that the available lift capability exists to move forces, equipment, and supplies from the point of origin to the port of debarkation within the commander's timeline. (JP 4-09)

unit readiness. The ability of a unit to provide capabilities required by the Combatant Commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (CJCS Guide 3401)

validate (or validation)

(1) Joint Staff Requirements Validation. A GFM procedure in which the Joint Staff ensures Combatant Commander request for forces meets established Secretary of War-prescribed criteria. (GFMIG)

(2) TPFDD Validation. Execution procedure whereby all the information records in a time-phased force and deployment data are confirmed error free and accurately reflect the current status, attributes, and availability of units and requirements. (JP 3-35)

verbal orders of the commanding officer. Direct action without the requirement of a written order. Also called VOCO. (GFMIG)

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