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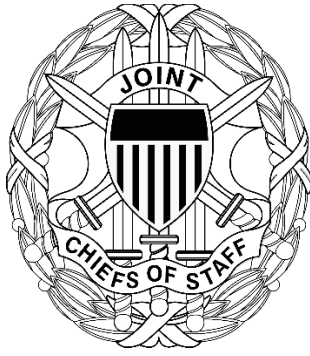
**JOINT PLANNING AND
EXECUTION
POLICIES AND PROCEDURES**



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

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JOINT PLANNING AND EXECUTION POLICIES AND PROCEDURES

References:

See Enclosure E

1. Purpose. This manual establishes policy, processes, and procedures to develop and execute joint military plans and orders in response to guidance from the President, Secretary of War (SecWar), Under Secretary of War for Policy (USW(P)), Chairman of the Joint Chiefs of Staff (CJCS), Combatant Commander (CCDR), or others. It serves as one of a series of manuals that comprise the CJCS's joint planning and execution family of documents described in reference (a).

a. This manual provides a means for the CJCS to meet statutory responsibilities established in sections 151 and 163 of reference (c) and further delineated in reference (b), to assist the President and SecWar in providing strategic direction to the U.S. Military. This includes direction of activities conducted by the Combatant Commands (CCMDs) and military guidance for use by the Military Departments, Defense agencies, and Department of War (DoW) field activities (referred to collectively as "DoW agencies") in the preparation of their respective plans.

b. Reference (a) defines the joint planning and execution enterprise. This reference is also the overall framework for the 3130 family of directives. This manual expands on the reference (a) framework.

2. Cancellation. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122.01A, current as of 13 November 2014, "Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures," is hereby cancelled.

3. Applicability

a. The joint planning and execution policies and procedures established in this manual apply to Service headquarters (HQs), CCMDs, subordinate and

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sub-unified commands, joint task forces (JTFs), component commands, DoW agencies, the Joint Staff, and the National Guard Bureau (NGB).

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

c. This manual is not intended to restrict joint force commanders from conducting planning and execution within their prescribed authorities. Joint force commanders may adapt the planning and execution functions as necessary to meet the demands of the situation to effectively accomplish national security objectives.

d. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational procedures ratified by the United States. For procedures not ratified by the United States, commanders should evaluate and follow the multinational command's procedures, where applicable, and consistent with U.S. law, regulations, and policy.

4. Procedure and Policy. Joint planning and execution processes integrate strategic and operational planning activities of the Joint Planning and Execution Community (JPEC) and facilitate the transition from planning to orders development for execution. Operational activities and functions are commonly defined to support planning and execution across multiple commands and organizations to achieve unified action. Joint planning and execution promote shared understanding across the entire chain of command, with ongoing civilian-military dialogue facilitating informed decisions on how, when, and where to employ joint forces to achieve national policy objectives.

5. Summary of Changes. None. This is a new manual.

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.

For the Chairman of the Joint Chiefs of Staff:



PAUL C. SPEDERO, Jr., RADM, USN
Vice Director, Joint Staff

Enclosures:

- A – Authorities and Responsibilities
- B – Joint Planning and Execution
- C – Resources
- D – Preferred Forces and Contingency Sourcing
- E – References

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ENCLOSURE A

AUTHORITIES AND RESPONSIBILITIES

1. Purpose. Multiple sources of authority govern the planning and execution stakeholder responsibilities and activities. This enclosure describes the authorities and responsibilities of JPEC stakeholders involved in decision making.

2. U.S. Code. U.S. Code (reference (c)) governs the functioning of the branches of the U.S. Government (USG) and military. The most relevant statutory authorities are:

a. Domestic Security. Reference (ccc) governs domestic security, including homeland security organization, infrastructure security, and national emergency management. It establishes the Department of Homeland Security (DHS) and prescribes its mission and authorities.

b. U.S. Military. Reference (c) governs the U.S. Military and provides for the organization of the DoW—including the SecWar, Office of the Secretary of War (OSW), CJCS, Joint Chiefs of Staff (JCS), Joint Staff, CCDRs, Secretaries of the Military Departments, Military Departments, Service Chiefs, Chief, NGB (CNGB), and Directors of DoW agencies—and establishes statutory authorities and responsibilities.

c. U.S. Coast Guard. Reference (ddd) governs the duties of the U.S. Coast Guard (USCG). The USCG operates as a Military Service in the DHS, except when directed to operate as a Service in the Department of the Navy (DON).

d. Foreign Assistance. Chapter 32 of reference (eee) governs foreign relations and diplomatic conduct. It is relevant to planning and execution as the source of authority for Department of State (DOS) security assistance and cooperation programs, which are often implemented by U.S. Military.

e. National Guard. Reference (fff) governs the National Guard organization and establishes authority for National Guard forces not mobilized under reference (c) to provide support to civil authorities and homeland defense.

f. Disaster Relief. Chapter 68, “Disaster Relief,” of reference (ggg) governs disaster relief and is the statutory authority under which the DoW provides assistance (referred to as defense support of civil authorities (DSCA) (reference (d)) at the request of other designated Federal agencies in support of state,

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local, or tribal response and recovery efforts when a Presidential major disaster or emergency declaration has been issued.

g. National Defense. Reference (hhh) governs USG activities related to war and national defense. Subsections of this title govern intelligence and the mobilization of U.S. industry and resources in support of national defense.

3. Stakeholders

a. President. Article II of the U.S. Constitution establishes the President as the Commander-in-Chief of the U.S. Military. The President provides strategic direction to the U.S. Military and is the directive authority for planning and executing military operations. A detailed list of the strategic guidance documents containing the President's strategic directions is in Enclosure B.

b. Secretary of War. Section 113 of reference (c) authorizes the SecWar to act as the principal assistant to the President in all matters relating to the DoW. Subject to the direction of the President (reference (c)), the SecWar has authority, direction, and control over the DoW. The SecWar is also a statutory member of the National Security Council. Under the authority of section 162 of reference (c), the SecWar directs the assignment and allocation of specified forces to CCDRs or the Commander, U.S. Element, North American Aerospace Defense Command (CDRUSELEMNORAD). Under authority of section 164 of reference (c), and with approval of the President, the SecWar provides directive authority to the CCDRs for the planning and execution of military operations. Additionally, the SecWar is responsible for directing the OSW in the development of defense guidance and policy. A detailed list of SecWar core strategic guidance documents is found in Enclosure B.

c. Office of the Secretary of War. OSW operates under the authority, direction, and control of the SecWar. The function of the OSW staff is to assist the SecWar in carrying out responsibilities and other duties as prescribed by law. The principal OSW positions, with respect to planning and execution, are:

(1) Under Secretary of War for Personnel and Readiness. In accordance with (IAW) section 136 of reference (c), the Under Secretary of War for Personnel and Readiness (USW(P&R)) exercises the authorities and responsibilities of the SecWar in the areas of military readiness and force management. IAW policy direction of reference (e), USW(P&R) is also responsible, subject to the authority, direction, and control of the SecWar, for the monitoring of the operations tempo of the U.S. Armed Forces. The USW(P&R) establishes uniform standards within the DoW for terminology and policies relating to deployment of units and personnel away from their assigned

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duty stations (including the length of time units or personnel may be away for such a deployment) and establishes uniform reporting systems for tracking deployments.

(2) Under Secretary of War for Intelligence and Security. IAW section 137 of reference (c), the Under Secretary of War for Intelligence and Security (USW(I&S)) performs such duties and exercises such powers as the SecWar may prescribe in the area of intelligence. IAW policy direction of reference (f), USW(I&S) establishes priorities for the Defense Intelligence Enterprise and develops policies, plans, and programs to enable the operational application of Defense Intelligence. In the performance of these responsibilities, USW(I&S) exercises SecWar authority, direction, and control over the heads of the following Defense Agencies: the Defense Intelligence Agency (DIA), National Geospatial-Intelligence Agency, National Reconnaissance Office, and National Security Agency.

(3) Secretaries of the Military Departments. Sections 7013, 8013, and 9013 of reference (c) specify the Secretaries of the Military Departments as part of the DoW. They are subject to the authority, direction, and control of the SecWar and responsible for the organization, development, and programing for their respective Military Departments, consistent with policy and national security objectives.

(4) Service Headquarters. Sections 7031, 8031, 8041, 9031, 9061, and 9081 of reference (c) specify the establishment of Service HQs under the Military Departments. The DON includes the Navy Staff and HQ Marine Corps. The Department of the Air Force includes the U.S. Air Force (USAF) and U.S. Space Force (USSF). Service HQs, led by their Service Chiefs, are subject to the authority and direction of their Military Department Secretary. The USCG also functions as a Service HQ under separate authorities discussed later in this enclosure.

d. Combatant Commanders

(1) IAW sections 161, 162, 164 of reference (c) and with reference (g), a CCCR is responsible to the President and SecWar for the performance of missions assigned to their CCMD. CCCRs perform their duties under the authority, direction, and control of the SecWar and provide authoritative direction to the subordinate commands and forces assigned to their respective CCMD. CCCRs have the authority to employ forces within their commands to carry out missions assigned to the command. CCCRs act as the coordinating authority or supported commander for the planning and execution of their assigned missions, which involves the responsibility of synchronizing the range

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of activities required to achieve the desired objectives. They may simultaneously be a supporting commander to other CCDR's for planning and executing the other CCDR's missions.

(2) Joint Force Coordinators. IAW reference (g), Commander, U.S. Special Operations Command (CDRUSSOCOM); Commander, U.S. Transportation Command (CDRUSTRANSCOM); and Commander, U.S. Cyber Command are the special operations, mobility force, and cyberspace operations forces CCMD joint force coordinators (JFCs), respectively. The Global Force Management Implementation Guidance (GFMIG) assigns the conventional forces JFC responsibility to the Joint Staff Directorate for Operations, J-3. Each CCMD JFC is responsible for identifying and recommending, via the Joint Staff J-3 JFC, force execution and contingency sourcing solutions by coordinating with the Military Departments, CCMDs, DoW agencies, and other JFCs for requirements in their scope.

e. CCMD Subordinate Commands

(1) Service Components. CCMD Service components consist of the Service component HQs assigned to each CCMD. CCMD Service components have administrative control of Service forces and personnel assigned or allocated to the CCMD, and coordinate with their aligned Service HQs. CCMD Service components may also be designated as a JTF HQ or a functional component.

(2) Functional Components. Joint force commanders have the authority to organize commands and forces within their respective command to carry out missions assigned and may establish functional component commands to control military operations. The alignment of these functional components typically corresponds to operating domains (air, land, maritime, space, and cyberspace).

(3) Joint Task Forces. A joint force that is constituted and so designated by the SecWar, a CCDR, a subordinate unified commander, or an existing JTF commander to accomplish a specific mission.

(4) Subordinate Unified Commands. A command established by commanders of unified commands, when so authorized by the SecWar through the CJCS, to conduct operations on a continuing basis IAW the criteria set forth for unified commands.

(5) Theater Special Operations Command. A specific type of subordinate unified command under the combatant command (command

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authority) (COCOM) of CDRUSSOCOM and operational control of another CCMD with an area of responsibility (AOR) that plans and directs special operations forces.

f. Secretary of State. Reference (eee) authorizes the Secretary of State (SecState) to act as the principal advisor to the President on U.S. foreign policy. Responsibilities include the implementation of security assistance activities as directed by the President and approved by the Congress. These security assistance programs may be a source of planning and execution authority for military forces or personnel to work with partner nation militaries.

(1) The DOS is responsible for preparing Joint Strategic Plan (reference (h)) as well as regional, functional, and country focused strategies. These provide diplomatic context for military strategy and plan development necessary for unity of effort in pursuing national objectives.

(2) Chiefs of Mission (COMs) serve as the President's direct representative to the country appointed. IAW section 3927 of reference (eee), the U.S. COM to a specific country must have full responsibility for the direction, coordination, and supervision of USG executive branch employees in that country.

g. Secretary of Homeland Security

(1) IAW sections 111, 112, 113, 114, and 115 of reference (ccc), the Secretary of Homeland Security is the lead federal agency for domestic incident management and is responsible for coordinating federal operations within the United States and territories to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. Under chapter 68, "Disaster Relief," of reference (ggg), the DoW may provide DSCA at the request of other designated federal agencies in support of state, local, or tribal response and recovery efforts (reference (d)).

(2) U.S. Coast Guard. IAW reference (ddd), the USCG is a Service in the DHS principally serving as a maritime law enforcement, regulatory, and humanitarian agency with roles, missions, and duties specified in section 468 of reference (ccc) and section 2 of reference (ddd). Additionally, IAW reference (ddd), the USCG is also a military Service and a branch of the U.S. Armed Forces and may be directed by Congress or the President to operate in the Service of the DON under the provisions of section 3 of reference (ddd).

h. Governors of the States and Territories. Governors are responsible for executive direction of state or territorial government agencies and resources according to state and Federal statutes. State or territorial Adjutants General

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implement the governor's executive direction to their National Guard forces and serve as the state's representative to and coordinator with the NGB.

i. Chief, National Guard Bureau. The NGB is a DoW joint activity according to section 151 of reference (c). The CNGB oversees the NGB according to reference (i). The CNGB is a member of the JCS. The NGB coordinates with state or territory governors to synchronize state or territorial activities with potential title 10 Federal missions.

j. Department of War Agencies. DoW agencies (comprised of Defense agencies and DoW field activities) are established as DoW components by law, the President, or SecWar may authorize a supply or service activity that is common to more than one Military Department by a single agency of the DoW. Each DoW agency operates under the authority, direction, control, and supervision of the SecWar, through a designated civilian officer within OSW or the CJCS. Further information detailing DoW agency functions can be found in references (b) and (j).

ENCLOSURE B

JOINT PLANNING AND EXECUTION

1. Purpose. This enclosure provides an overview of the planning and execution process. It builds upon the framework of reference (a). The military planning and execution processes facilitate and inform the civilian-military dialogue and enable a shared understanding of ends-ways-means and risk. This integrates strategic and operations planning with execution activities to meet national security objectives and facilitate transition from planning to execution.

a. Operational Activities and Unity of Action. Operational activities and functions span many organizations at all levels of command, including interaction between the SecWar, CCDRs, subordinate forces, allied, coalition, and interagency partners. Collaboration and an integrated approach among the supported and supporting commands, Services, and other essential stakeholders is fundamental to achieve unified action. The planning and execution enterprise then informs the entire chain of command, including the President and SecWar, facilitating informed decisions on how, when, and where to employ the military.

b. Leverage Joint Doctrine. Doctrinal processes (e.g., joint planning process, operational art, and operational design) provide planners a variety of flexible analytical techniques for framing problems and logically developing plans or orders to accomplish missions or objectives. Reference (k) discusses doctrinal planning processes, operational art, and design in more detail.

2. Strategic Framework for Planning and Execution. See reference (a) for more details. The following paragraphs build upon reference (a).

3. Military Planning and Execution Process. The military planning and execution process as shown in Figure 2 of reference (a) is composed of four operational activities (situational awareness, planning, execution, and assessment) that provide an operating framework for one or more planning or execution efforts. The subsequent appendices to this enclosure discuss the substance of and interactions between operational activities and the planning and execution functions.

4. Execution. Analysis of the joint intelligence preparation of the operational environment (JIPOE) and mission analysis accomplished during the development of a plan should identify conditions that warrant the execution of a military campaign or operation. Execution encompasses the implementation of campaign or contingency plans via orders for the conduct of military activities as

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directed and authorized by the President or SecWar. Execution, as an operational activity, may encompass multiple simultaneous execution efforts spanning the range of military activities. Planning continues during execution as orders are modified and branch or sequel plans are developed in response to actual or anticipated changes in the operational environment (OE).

a. Plan Implementation and Orders Development. Campaign and contingency plans are prepared to facilitate the implementation and transition to orders for execution. The use of common formats and collaborative systems, tools, and processes can facilitate plan and orders development, as well as the transition to operational execution by supported and supporting commands. CCMD plan implementation must:

(1) Validate Assumptions. Analyze the current operating environment and establish as fact any assumptions made during plan development. Adapt or refine the plan as necessary to account for false assumptions.

(2) Verify Resources. Develop plans that call on only currently available resources.

(3) Establish Execution Timings. Set timelines and the conditions needed to initiate, coordinate, and synchronize operations and activities during execution.

(4) Confirm Authorities for Execution. Request and receive the President's or SecWar's authority to conduct military operations, to include legal constraints that apply.

(5) Conduct Execution Sourcing. Plan to leverage assigned forces. Identify shortfalls and use the allocation process to mitigate. Also leverage support relationships as well as partner and allied nation capacities.

(6) Issue Execution Orders. The CJCS issues orders implementing the directions of the President or SecWar to conduct military operations. CCDRs and Service Secretaries then issue their own orders directing the activities of subordinate commanders.

b. Global Force Management in Execution. During execution, CCDRs employ assigned and allocated forces. CCDRs exercise COCOM of assigned forces and have authority to employ them to accomplish the missions assigned to the command. CCDRs normally exercise operational control (OPCON) of allocated forces. Annex A to Appendix A to Enclosure B is a Global Force Management (GFM) summary.

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c. Execution Synchronization. Approval of plans or planning-type orders does not convey authority to execute or direct operations. Authorization to execute operations is directed in an execute order (EXORD) or other directive or order issued by a commander or the CJCS at the direction of the SecWar. For execution of campaign plan activities, CCDRs may need to coordinate additional authorities through respective Joint Staff Regional Joint Operations Directorates, dependent upon the type of activity (e.g., operation, exercise, security cooperation). Authorities for execution are promulgated in EXORDs, task order (TASKORD), action memos, memorandums of understanding, and executive correspondence. Plans, planning orders (PLANORDs) and operation orders (OPORDs), and briefing graphics do not authorize execution. Verbal, e-mail, or chat authorization must be later codified in a written order. Presidential or SecWar approval is required for operations that violate the sovereignty of another country or constitute prohibitive intervention or a use of force. Upon authorization by the President or SecWar, the designated CCDR(s) execute the specified operations and activities and leverage the command relationships specified in the EXORD or other order. The CJCS monitors the deployment and employment of forces, coordinates to resolve or mitigate shortfalls, and issues follow-on orders implementing the decisions of the President or SecWar.

d. Time-Phased Force and Deployment Data

(1) A contingency plan or active operation's time-phased force and deployment data (TPFDD) are built during plan development and then refined incrementally via modifications or updates throughout an operation's planning and execution phases. The TPFDD captures the who, what, when, where, and how for the sequenced required forces and equipment for a joint operation.

(2) The transition from a notional contingency plan TPFDD to an active TPFDD occurs during the crisis action planning process and is usually documented in an EXORD, TASKORD, action memo, or other correspondence. The TPFDD may be based upon an existing plan's notional TPFDD but is different in that the TPFDD reflects execution sourced units (vice planning assumptions) and unit-refined movement data of the execution sourced units (i.e., embarkation data). During contingency sourcing, unit line numbers contain assumed units and movement data for the purpose of assessing transportation feasibility.

5. Plan Evaluation and Operation Assessment

a. Operation Assessment. It is distinct from situational awareness in that it requires deliberate measurement of aspects of the OE against an anticipated or planned benchmark.

b. Plan Evaluation (Refine, Adapt, Terminate, Execute). Further discussion of plan evaluation can be found in Appendix A and Appendix B to Enclosure B of this manual, and in references (k)–(m). Of note, reference (m) has a currency date of 19 May 2014, and does not reflect doctrinal terminology change from plan assessment to plan evaluation written in reference (k).

(1) Campaigns. The Joint Strategic Planning System (reference (n)) directs CCDRs to provide annual joint assessments that inform senior leaders of how their campaign plans' sequenced military activities contributed to meeting campaign objectives. The results of a CCMD campaign plan (CCP) assessment may prompt a CCDR to consider continuance, refinement, adaptation, or cancellation of the current campaign plan and its linked orders (i.e., annual or theater campaign OPORD). Campaign evaluations are also a key input to the CJCS's annual joint assessment contributing to a global view of campaign progress toward desired outcomes. Specific guidance for the conduct of campaign assessments, global campaign plans (GCPs) can be found in references (l), (n), and (o).

(2) Operations. Operations during campaigning are executed to accomplish objectives found in CCPs and GCPs. Crisis and combat operations are executed to accomplish objectives in contingency plans. Measures of effectiveness and performance in operational assessments must therefore be linked to the associated CCP or contingency plan objectives and effects, cognizant of sustainment to prolong operations prior to culmination. The operational assessment of a contingency operation may require more frequent data collection against contingency-specific indicators and metrics than a campaign plan.

(3) Development. The development of an operational assessment plan begins at the onset of planning and should complement the planning effort. As the plan is developed, the operational assessment plan approach and framework is also developed and appropriately nested within the operational approach. The operational assessment plan is ultimately documented into the completed plan or order and implemented upon execution.

c. Contingency Plan Evaluation. Developed and approved contingency plans undergo continuous refinement every two years and if executed, during a

crisis and conflict, as the OE and strategic direction changes. Changes to the OE identified through the JIPOE process or situational awareness may prompt a commander to continuously evaluate the progress made towards objectives described in a contingency plan and the resultant orders. If execution occurs, then the associated orders are updated as the conflict progresses. Campaign plans capture contingency plan objectives and set the conditions necessary for success during those crisis and conflict scenarios. The results of the evaluation may prompt a commander to recommend a plan be refined, adapted, terminated, or executed. The commander's evaluation also provides awareness of the operational and strategic risks inherent during contingency execution to the supported and supporting CCDRs. Further discussion of plan evaluation can be found in Appendix A and Appendix B to Enclosure B, and in references (k) and (m).

6. Interaction of Operational Activities. Operational activities occur continuously and mutually impact and enable one another. Commanders at all levels have a decision cycle that spans all four operational activities, while staff members may have a specialized focus on a single operational activity. This mutual interdependence of operational activities is fundamentally important to planning and execution as it ensures planning and execution is relevant to the forecasted OE conditions, provides context, and promulgates applicable direction.

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APPENDIX A TO ENCLOSURE B

JOINT PLANNING

1. Overview. The following text provides a notional depiction of planning. Planners make use of the best available information and available time to develop a plan that, if needed, can rapidly transition to orders that direct execution. Reference (k) has the details of how planning is done.
2. Purpose. This appendix focuses on the CJCS direction for planning consistent with their statutory global integration function. Contingency plans or campaign plans are the principal outputs of this type of planning. These plans provide the basis for subsequent order development should the plan transition to execution.
3. Direction. Contingency planning is initiated via planning tasks in references (p) and (q). Campaign planning is initiated by references (r) and (q). Planning requirements that emerge outside of the strategic planning guidance update cycle may also be directed via a CJCS or CCMD PLANORD. Additionally, commanders at all levels may initiate planning on their own authority when they identify a planning requirement not directed by higher authority.
4. Strategic Guidance. The President, SecWar, and CJCS provide strategic direction by communicating broad objectives and issue-specific guidance to the DoW. It provides purpose and focus to the planning for employment of military force. This guidance provides the common thread that integrates the planning activities and operations of the DoW. Strategic guidance is important because modern threats do not confine themselves by domain or function, nor do they fit neatly into divisions of separate campaign, crisis, and contingency planning and execution. Guidance conveyed through strategic planning frameworks and integrated plan sets assist in setting the conditions for integrated planning. These types of structures provide the framework for senior leaders to understand the linkages between decisions and actions made across the competition continuum. Further discussion of strategic guidance and integrated planning can be found in reference (k).
5. Forces
 - a. Availability and Planning. The availability tables are an estimate of the Military Departments' or Services' capacity to generate force elements along general timelines. They display force quantities. The availability tables are on

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the Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8 SIPRNET portal (reference (s)).

b. Directed Readiness and Planning. Up to two fiscal years (FYs) in the future, the directed readiness tables (DRT) provide specific force element availability as the initial starting point for planning. From this starting point, planning may be refined by preferred force identification to provide higher fidelity force planning assumptions necessary for plan feasibility analysis. The DRT is on the Joint Staff J-8 SIPRNET portal (reference (s)).

c. Assignment, Allocation, and Planning. For campaign plans, the appropriate FY Global Force Management Allocation Plan (GFMAP) and Forces For Unified Commands Memorandum ("Forces For") are considered as a projection of forces available to conduct planned campaign activities. The "Forces For" assignment tables are on the Joint Staff J-8 SIPRNET portal (reference (s)). The GFMAP repository is on the Joint Staff Deputy Directorate for Regional Operations and Force Management, J-35 SIPRNET portal (reference (t)).

6. Deployment Plan. Time phased force lists deployed during contingency plan development is documented in a notional TPFDD. The reference (q) prescribes which specific contingency plans are required to be developed with a notional TPFDD. The units identified in a notional TPFDD are planning assumptions and are not execution sourced forces. A notional TPFDD developed during planning still requires documentation of execution sourcing, which is usually transmitted in an EXORD, TASKORD, or action memo.

7. Plan Evaluation. Developed plans are evaluated periodically to determine if the plan needs to be refined, adapted, terminated, or executed based on changes in the OE. Additional factors include force availability and readiness as well as transportation and logistics supportability. The evaluation of contingency plans may include contingency sourcing as part of a joint combat capability evaluation to provide a more detailed evaluation of the ability to execute a selected plan under prescribed conditions. The DRT and the quarterly availability table are used as the foundation for resource-informed planning. During plan reviews, it is referenced to highlight areas of risk.

8. Review. Developed plans allow for sustained informal dialog between planners and senior leadership during planning. Some reference (p) or reference (q) directed CCMD planning requirements are prescribed JPEC review and scheduled in-progress reviews (IPRs) with the SecWar or designated representative.

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APPENDIX B TO ENCLOSURE B

EXECUTION FUNCTIONS

1. Overview. Execution functions are the required elements for implementing military activities as directed by the President or SecWar. Execution, in this context, applies to the range of military activities including but not limited to operations, exercises, and security cooperation. There are seven functions that comprise execution: allocation, mobilization, deployment, distribution, employment, redeployment, and demobilization. These functions can be accomplished in parallel, and steps can be combined or truncated depending on the time available. During crisis, execution functions may be conducted in parallel with planning functions to rapidly respond to an emergent event. Throughout execution, the operational activities (situational awareness, planning, execution, and assessment) continue, and execution functions are adapted to changes in the operating environment.

2. Initiating Execution. The execution of a military activity begins with the direct or delegated authority of the President or SecWar. Based upon the character of the activity to be conducted, the distinct vehicles used to convey execution authorities vary and are discussed in the following paragraphs.

a. Secretary's Orders Book. The Secretary's Orders Book process is the means by which the Joint Staff develops and staffs every order that needs approval from the SecWar. The Secretary's Orders Book is detailed further in Appendix D to Enclosure B and in the GFMIG. Upon SecWar approval, the Joint Staff, on behalf of the CJCS, issues the appropriate order(s). The Services and CCDRs then pass orders down the chain of command to subordinate commanders as required. The subsequent orders get increasingly more detailed and transition from the strategic to operational, and eventually tactical. Every commander in the chain of command issues orders within the authorities they are delegated.

b. Execution Authorities. Forces may deploy and execute under different authorities dependent upon the activity being conducted and the time available. Depending on the circumstances, authorities to execute and deploy may be communicated separately or together.

(1) Combatant Command Campaign Plans and Global Campaign Plans. CCPs and GCPs are in constant execution and provide the basis for orders that direct operations during competition. While CCPs are developed and approved by CCDRs, the authorization to execute operations within a CCP does not occur until an EXORD or other directive-type order is issued. OPORDs also do

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not authorize execution. Enabling activities (e.g., intelligence collection, partnerships) within the campaign may however be authorized via separate directives. CCMD coordination is required to accomplish some of the military activities within a campaign plan, to include:

(a) Posture Plans. Posture plans, which are annexes in campaign plans, are comprised of posture initiatives, which define a coordinated change to forces, footprint, and agreements that provides a joint capability to meet objectives, reduce gaps, and reduce risk. Posture initiatives are developed and described in the context of closing capability gaps or developing required enhancements to existing capabilities meet theater objectives in a region or a sub-region. Further discussion can be found in reference (k).

(b) Force Allocation. In addition to assigned forces, forces allocated via the GFMAP often execute activities in the CCMD campaign plan. The review of a campaign plan by the SecWar does not authorize the transfer of forces to conduct campaign activities. The allocation of forces within GFM is discussed later in Annex A to Appendix B to Enclosure B, as well as in references (u) and (v).

(c) Country Team Coordination. Military campaign activities within a foreign country should be coordinated with the U.S. COM. CCMD coordination with embassy country teams, directed by section 3927 of reference (eee) and the *Guidance for Employment of the Force*, is typically done via the military element of a specific country team. The country team, in turn, coordinates with the host nation for their sovereign approval, when applicable, of proposed U.S. military activities.

(d) Country Clearance. When applicable, entry into foreign countries by DoW personnel, aircraft, or vessels require the approval of a foreign clearance request. Requests are submitted via the Aircraft and Personnel Automated Clearance System web-based tool. Requirements vary by each specific country and are governed by the reference (w).

(e) Security Cooperation. Security cooperation includes military activities with international partners, to include security assistance, providing defense articles and training, and security force assistance (SFA), for building the defense capacity of foreign security forces. Statutory requirements to conduct security cooperation activities are found in chapter 16 of reference (c). Security cooperation activities are typically conducted as a part of a CCDR's campaign plan and coordinated with the partner nation through the embassy country team. Further discussion of security cooperation can be found in reference (x).

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1. Security Assistance. The authority to conduct security assistance programs originates from reference (eee), managed by the DOS. The execution of security assistance activities is aligned with the strategy and design of a CCDR's campaign plan. Security assistance programs are coordinated with the Defense Security Cooperation Agency IAW reference (y).

2. Security Force Assistance. Both conventional forces and special operations forces (SOF) may conduct activities to build the capacity and capability of partner nation security forces. CCDRs are directed to incorporate SFA activities into theater plans coordinated with country teams within their AORs. The authority to execute SFA activities is contingent upon agreement between the partner nation and country team. Service Secretaries are responsible for providing forces to the CCMDs that can conduct SFA activities. SFA procedures are discussed further in reference (z).

(f) Counter Drug and Counter Transnational Organized Crime Support. Support as part of a CCDR's campaign plan, both domestic and foreign counterdrug (CD) and counter transnational organized crime (CTOC) support activities may be coordinated and requested. CCDR coordination of CD/CTOC support activities is done with the host nation through the U.S. Embassy Country Team and must include a human right verification (HRV) by the DOS of any partner forces to be trained. The authority to conduct most CD/CTOC support to foreign security forces is contingent meeting the requirements of section 333 of reference (c), to include concurrence of the SecState and notification to Congress. CD/CTOC events are discussed in further detail in reference (aa).

(g) Joint Combined Exchange Training. IAW section 322 of reference (c), CDRUSSOCOM is authorized to conduct training with the armed forces or other security forces of a friendly foreign country with the primary purpose of training U.S. SOF units in their mission essential tasks. As an added benefit, joint combined exchange training (JCETs) may also support CCP and U.S. Embassy COM country plan objectives. JCETs are coordinated with the partner nation through the country team and submitted for SecWar approval via the USW(P) or Assistant Secretary of War for Special Operations and Low-Intensity Conflict. Approval requires a completed HRV by the DOS of any partner forces to be trained. Execution of a JCET requires OSW notification via the Joint Staff Deputy Directorate for Special Operations and Counter Terrorism, J-37 45 days prior to the deployment. Further discussion of JCETs can be found in reference (k).

(h) Exercises. The authority to plan and execute exercises originates with the title 10 authorities for Military Departments and CCDRs to

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conduct training. Both Services and CCMDs are authorized to deploy forces (Service retained or CCDR assigned and allocated) to conduct unit-level training. Training exercises are collaboratively planned and documented in the Joint Training Tool IAW reference (bb).

(2) Operations. The authority to execute a military operation originates from a decision by the President or SecWar and is typically conveyed via a CJCS-issued EXORD. CCDRs and Services will subsequently issue a linked EXORD and other orders down the chain of command to subordinate commanders to implement the direction in CJCS EXORD and authorize subordinate operations.

(a) Contingency Plans. When directed, CCDRs may develop orders that direct contingency plan execution to respond to emergent threats to national security interests. Contingency plans developed prior to a crisis can provide the basis for a response. However, the actual OE will likely differ from that anticipated during planning. Planners must review and validate the plan assumptions based upon situational awareness of actual conditions. Deviations from planning assumptions may require crisis planning to refine or adapt the existing contingency plan.

(b) Crisis Planning. To meet the time demands of the situation, commanders may direct planners expedite, compress, or perform in parallel the planning and execution functions. Often called crisis action, the joint planning process is compressed but remains fundamentally unchanged to provide a consistent, logical approach for effectively integrating planning and orders development with ongoing options and activities.

c. Orders

(1) Standing EXORDs. SecWar-approved, and CJCS-released, standing EXORDs delegate to one or more CCDRs specific execution authorities. Existing EXORDs that provide execution authorities can be found on the Joint Staff J-35 GFM Division web site (SIPRNET) (reference (t)). Directed CCDRs develop and issue their own standing EXORDs accordingly, prescribing further execution details to their subordinate and supporting commands.

(2) Combined Authorities. Forces frequently deploy and operate under a combination of authorities. For example, a force may be allocated and authorized to deploy in the GFM to support a CCDR for the conduct an operation. The CCDR may opt to use that allocated force to conduct another operation under COCOM authority. When operating under multiple authorities, commanders should clearly delineate the linkages between authorities and specific activities.

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Planners should clearly identify the specific authorities when developing force requests for allocation. Reference (v) discusses authorities in more detail.

3. Global Force Management. See Annex A to Appendix B to Enclosure B.

4. Mobilization

a. Mobilization is the process by which the U.S. Armed Forces, or part of them, are brought to a state of readiness for war or another national emergency. Mobilization includes activating forces or individuals of the Reserve Component (RC) (Reserve and National Guard) as well as assembling and organizing personnel, supplies, and materiel. Further guidance for planning and executing mobilization is in references (cc)–(ff).

(1) For mobilizations requiring President or SecWar approval, the Joint Staff, in conjunction with the Services, prepares and staffs a mobilization decision package for the CJCS, who presents an integrated mobilization plan to the SecWar for review via the Secretary's Orders Book. To the extent possible, the SecWar directs mobilization actions via the GFMAP and the Secretary's Orders Book or, if necessary, forwards a recommendation to the President.

(2) The movement requirements of planning potentially trigger a decision to initiate established strategic mobility mobilization programs. Based upon an assessment of transportation requirements, USTRANSCOM may make a recommendation to the SecWar to activate such programs in conjunction with the Secretary of Transportation IAW sections 56301 and 56309 of reference (iii).

b. Mobilization Orders. After the decision to initiate mobilization (appropriate to the level of mobilization), the Military Departments publish mobilization orders according to their respective procedures. Mobilization order dates should align with the corresponding RC solution ordered in the GFMAP.

c. Monitor Mobilization. The Assistant Secretary of War for Reserve Affairs is the principal staff assistant to the SecWar for all reserve matters, and monitors and enforces mobilization policy and programs.

(1) Sourcing Military Departments and the NGB monitor the status of mobilization and provide training and readiness oversight. Coordination is made with the Joint Staff, OSW, and state or territory governments to ensure adequate resourcing, support, and transition of authorities.

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(2) The Joint Staff J-3 JFC and CCMD JFCs monitor mobilization process to ensure timelines support the orders in the GFMAP.

d. Mobilization Reporting. Military Departments report unit and individual activation and mobilization information through the Defense Manpower Data Center and Defense Readiness Reporting System (DRRS). This reporting, combined with the coordinated advice of the CJCS, informs the President and SecWar of the status of mobilization and enables them to make their statutory reporting to Congress IAW reference (c).

5. Deployment. Deployment encompasses preparing forces and individuals for an assigned mission as well as their movement from origin (or home station) to the port of debarkation, through joint reception, staging, onward movement, and integration (JRSOI) to their point of employment location.

a. Joint Deployment Policies and Procedures. Reference (dd) is the dedicated directive and should be consulted alongside this manual. Joint doctrine for planning and executing deployment operations can be found in reference (gg).

b. Readiness Reporting. Readiness is tracked by OSW, Joint Staff, Services, and DoW agencies to ensure continued capability of providing ordered forces. See reference (jjj) for more on readiness.

6. Distribution. As forces deploy, appropriate sustainment must be provided to enable operations. The distribution function includes both the movement of forces for deployment and redeployment as well as sustainment and retrograde. Joint doctrine for conducting distribution operations can be found in reference (hh).

7. Employment. Employment is the strategic, operational, or tactical use of forces. The supported commander issues orders and exercises command and control (C2) over the employment of assigned and allocated forces to accomplish directed missions. During employment, the outputs of the situational awareness and assessment operational activities inform decision making at all levels of the chain of command. Changes in the operating environment or evaluation of progress towards mission accomplishment may prompt the planning or execution of branches and sequels or the termination of operations.

a. Monitor and Direct Force Employment. During execution, the supported commander monitors and directs employment. The situational awareness and assessment operational activities continue to inform the decision cycle at all

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levels of the chain of command. As execution of the plan unfolds and the situation develops, the plan is continuously evaluated for validity and changes to current activities, which informs the decisions for subsequent planning.

b. Operation Assessment. During the employment of military capabilities, the supported CCMD implements the planned operation assessment to enhance leadership decision making and make execution and continued planning more effective. An operation assessment is one of multiple inputs to the CCDR's assessment operational activity that informs broader decision making across the CCDR's theater or functional scope of responsibility.

c. Branch and Sequel Planning. During execution, planning continues as an operational activity to address changing conditions in the environment or shifts in political-military direction. Branches or sequels to the current plan may be developed or refined and an updated order issued as circumstances warrant. The supported CCDR and subordinate commander's direct, monitor, and assess employment activities to align with the updated plan.

d. Rotational Planning. During the employment function, the need for replacement forces may be recognized and those requirements submitted as rotational requirements via the GFM allocation process. Force requirements that remain past the current FY must be documented as rotational requirements in subsequent FYs to allow the force sourcing community of interest JFCs and force providers (FPs) to allocate replacement forces. The supported CCMD and FPs must consider planning for the rotation of forces. Through the GFM allocation process, FPs may source multiple units conducting rotational deployments that combine to satisfy a single GFMAP ordered deployment length. Service deployment lengths for rotating forces are vetted during the allocation sourcing process and ordered in the GFMAP.

e. Termination. Termination criteria are specified conditions that, when achieved, define an acceptable level of accomplishment of a military objective. Termination is the point in time or set of conditions beyond which the military instrument of national power is no longer the primary means to achieve remaining national objectives.

(1) The operation assessment is designed to evaluate progress toward or achievement of military objectives. This assessment informs the supported CCDRs recommendation to the President and SecWar of when to terminate a directed military activity and its associated authorities.

(2) Termination of a military activity does not simply trigger a return to the activities of the CCDR campaign plan. Considering all instruments of

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national power, there may be military efforts above the pre-operational level required to achieve sustainable political and military objectives.

(3) The supported commander should evaluate and plan for post-termination activities that consolidate and sustain conditions that achieve an enduring acceptable political outcome.

(4) Termination criteria should account for a wide variety of operational tasks that the joint force may need to accomplish, to include disengagement, force protection, transition to post-conflict operations, reconstitution, and redeployment.

(5) Termination of military operations is ultimately a political decision that is directed by the President or SecWar. Established termination criteria is a tool that informs their decision to terminate military operations.

8. Redeployment. Redeployment is the transfer of deployed forces and accompanying materiel from one operational area to support another JFC's operational requirements within a new operational area or home or demobilization station. Redeployment is initiated by a CCCR decision (end-of-mission for a force) or a Service decision for force rotation. Joint doctrine for the conduct of redeployment operations can be found in reference (ii).

a. Redeployment Planning. Redeployment planning is based upon a planned concept of operations (CONOPS) and refined during execution at redeployment decision points necessary to meet lead times for effective execution.

(1) Supported CCCR. A CCCR redeployment order (REDEPORD) is an order directing a unit to deploy to another AOR or to return to home station. The order directs the unit to redeploy and informs the GFM stakeholders. A CCCR REDEPORD is not required to conduct a Service (or USSOCOM for SOF) force rotation when it is properly relieved by a replacement force or to redeploy a force upon the termination of the CCCR's requested deployment. Movement requirements for redeployment are entered into the TPFDD by the supported CCMD Service component pending validation by the supported CCCR. The CCCR redeployment planning must also consider the drawdown and redeployment of operational contract support and retrograde of non-unit equipment and material.

(2) USTRANSCOM. IAW reference (g), USTRANSCOM is the mobility manager, and DoW single manager for transportation, patient movement, joint deployment and distribution enterprise, joint enabling capabilities, and global

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bulk fuel management and delivery. As such, it supports CCDRs, Services, and appropriate USG agencies.

(a) USTRANSCOM analyzes strategic mobility lift allocations needed to meet the CJCS's priority for all CCDR force redeployment requirements.

(b) USTRANSCOM performs lateral coordination of recommended resource deliberations with the supported CCDRs. USTRANSCOM prioritizes redeployment support globally in support of multiple supported CCDRs.

(c) USTRANSCOM forwards coordinated strategic mobility assets allocation recommendation to the CJCS.

(3) Chairman of the Joint Chiefs of Staff

(a) The SecWar determines priority of supported CCDR force requirements and the CJCS implements that priority.

(b) USTRANSCOM keeps the CJCS apprised of progress through the Joint Staff.

(c) In cases where redeployment lift requirements exceed USTRANSCOM capacity, the CJCS may need to arbitrate a solution with the supported CCDRs. The CJCS may leverage the analysis and recommendation of the Joint Logistics Operations Center or Joint Transportation Board (JTB), if established, to support adjudication decisions. Further discussion of the JTB is in reference (gg).

(4) Supporting CCMDs. Align their supporting activities with the execution of the supported CCDR's redeployment plan.

(a) Verify forces in the TPFDD and report redeployment movement requirements within JOPES IT.

(b) Continue to coordinate for the sustainment of forces through the completion of redeployment.

b. Pre-Redeployment Activities. The supported CCMD and its Service components prepare forces and individuals for redeployment. The activities are fundamentally the reverse of the JRSOI activities conducted during the deployment function.

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(1) Establish Redeployment Command and Control. To meet its execution responsibilities, USTRANSCOM established a Deployment and Distribution Operations Center (DDOC) that directs the global air, land, and sea transportation capabilities coordinated with the supported and supporting commands. Supported CCDRs establish a Joint Deployment Distribution Operations Center that works with the DDOC to balance and regulate the force flow from origin to destination. Movement control elements confirm diplomatic and ground movement clearances with relevant host nations, state, and USG agencies.

(2) Schedule Force Movements. USTRANSCOM assists the supported CCDR and ensures that validated movement requirements are routed and scheduled according to the TPFDD.

(3) Force Rotation. As directed, the supported CCMD Service components or subordinate commands establish and coordinate requirements for relief-in-place (RIP) of rotating forces. Tactical commanders tasked to redeploy conduct RIP and transfer of authority operations as required prior to starting redeployment movement.

(4) Conduct theater requirements for redeployment based upon the location and nature of the operation. Requirements may include:

- (a) Redeployment training or medical screening.
- (b) Status-of-forces agreement requirements.
- (c) Customs or other legal requirements of the host nation or destination.

c. Move Forces. Forces may redeploy via a variety of methods to include common user lift or may self-deploy as capable.

(1) The supported CCDR is responsible for intra-theater movement of forces to redeployment port of embarkation. The supported CCDR manages and regulates the redeployment flow with consideration of force throughput and staging capacity.

(2) CDRUSTRANSCOM manages the strategic common-user transportation assets needed for the redeployment of forces, develop lift allocations, and report the progress and shortfalls to the CJCS and the supported CCDRs.

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d. Monitor and Control Redeployment Operations

(1) Supported CCDR. Balances and prioritizes the force flow to support the overall CONOPS with consideration for theater distribution, JRSOI capacity, and strategic lift capacity. Force rotation RIP requirements are considered when managing the redeployment schedule and its alignment with deployment of replacement forces.

(2) USTRANSCOM. Coordinates with its Service components and commercial transportation industry to manage the flow of lift assets according to the supported CCDR's movement priorities. Provides in-transit visibility (ITV) of redeployment and documents force movements in JOPES IT.

(3) Supporting CCDRs, Military Departments, and DoW agencies monitor redeployment TPFDD execution and prepare to receive redeploying forces.

e. JRSOI. The responsibility for JRSOI following redeployment depends upon the subsequent mission of the redeploying force. If redeploying to another AOR for a follow-on mission, the receiving CCDR, in conjunction with its Service components, conducts JRSOI. If redeploying to home station, the originating Service and its subordinate organizations conducts JRSOI. During redeployment to home station, the receiving CCDR or Service assumes responsibility for returning units and personnel when OPCON is relinquished according to the directing order. The receiving CCDR or Service must have visibility of the redeployment schedule to effectively support its JRSOI activities. That visibility may be through USTRANSCOM provided ITV or via Service coordination of self-redeploying forces.

9. Demobilization. Following redeployment, the Military Departments demobilize RC units or individuals and return them to a reserve status. Reference (ii) discuss demobilization in further detail.

a. Demobilization Decision. A decision for demobilization is typically prompted by either the pending expiration in the mobilization authority for a GFMAP allocated RC unit or a reduction in the force requirements of a supported CCDR which impacts RC units. Demobilization timelines should support RC units continuing to meet GFMAP ordered deployment lengths and does not exceed the maximum number of reservists that can be mobilized at any given time under the authority cited.

b. Demobilization Orders. The original mobilization orders specify a unit's ordered demobilization date. To effect demobilization, the Military

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Departments typically issue additional demobilization instructions to units via the supported CCMD Service component according to DoW and Service policy. Supported CCDRs are directed to ensure that RC units and individuals are redeployed to home station in sufficient time to accomplish release from active-duty processing according to DoW and individual Service policies. References (cc) and (dd) discuss demobilization orders in more detail.

c. Monitor Demobilization. Sourcing Military Departments and the NGB monitor the status of demobilization. Coordination is made with the Joint Staff, OSW, and state or territory governments to ensure adequate resourcing, support, and transition of authorities back to reserve status.

d. Demobilization Reporting. Military Departments report their respective unit and individual demobilization information through Defense Manpower Data Center and DRRS. This reporting, combined with the coordinated advice of the CJCS, informs the President and SecWar of the status of demobilization and enables them to make their statutory reporting to Congress IAW reference (c).

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ANNEX A TO APPENDIX B TO ENCLOSURE B

GLOBAL FORCE MANAGEMENT

1. Introduction. This enclosure is an overview of the GFM processes. The SecWar specifies procedures for the integrated GFM processes of assessment, apportionment, assignment, allocation, and directed readiness in reference (u). The GFM processes themselves do not set priorities, but rather direct the use of joint forces according to the priorities specified in strategic guidance and direction.

a. Overview. GFM is used to achieve strategic direction through the assessment, availability (for planning), assignment, allocation, and directed readiness of the joint force while proactively balancing risk. Specifically, it gives the SecWar strategic C2 for joint force employment to resource the CCMDs with forces to further the defense and warfighting strategic objectives.

(1) Assessment identifies the risk associated with imbalances between types and capacities of forces in the joint force and the demands on the joint force (see reference (u)).

(2) Availability (for planning) provides an estimate of the Military Departments' ability to generate force elements along general timelines for planning (see reference (u)).

(3) Forces are assigned and allocated to CCMDs by authority of and under procedures prescribed by the SecWar IAW section 162 of reference (c). Assignment and allocation are the SecWar's joint force C2 mechanisms. See references (u) and (v).

(4) Assignment distributes joint forces to each CCMD under an enduring command relationship to perform the missions assigned to each respective CCMD (see reference (u)).

(5) Allocation temporarily adjusts the distribution of forces to accomplish directed missions through globally integrated, risk informed, and prioritized processes (see references (u) and (v)).

(6) Directed readiness allows the SecWar to balance risk by directing the readiness of specific force elements for proactive and scalable operations, while modernizing and preserving force availability in the event of a major contingency or campaigning (see reference (u)).

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b. Prioritization Sources. The priorities for the allocation process are specified in:

(1) *The Global Force Management Implementation Guidance.*

(2) *The National Defense Strategy.*

(3) *The National Military Strategy.*

(4) *The Guidance for the Employment of the Force.*

(5) Other Strategic Direction. Changing priorities may be communicated with other strategic direction, such as memos, orders, or verbal direction.

c. Global Force Management Board. The Global Force Management Board (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 (u) discusses the GFMB in more detail.

2. Assessment. Identifies the risk associated with imbalances between types and capacities of joint forces and the demands on them.

3. Availability (For Planning). Is an estimate of the Military Department's ability to generate force elements along general timelines for planning.

4. Assignment. Assignment is the C2 mechanism specified in section 162 of reference (c) for the 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 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 (c).

a. 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 (jj) defines and explains the command-and-control relationships. CCDRs may employ assigned and

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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.

(1) CCDRs and CDRUSELEMNORAD exercise 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 U.S. Space Command C2 models are detailed in reference (v).

(3) For most operations, the 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 the SecWar to 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 (c).

b. Service Retained. 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 (u) details the assignment process.

5. 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 of reference (c). The SecWar may allocate any force or capability within the DoW, regardless of current assignment or allocation. Allocation includes forces and Joint Individual Augmentees (JIA), including DoW-Expeditionary Civilians. IAW reference (u), 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. The

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CCDR exercises a specified operational C2 relationship over an allocated force. Allocation is the process for the SecWar to transfer forces to CCMDs to execute directed missions. The allocation process directs joint forces according to priorities specified in strategic guidance and direction.

a. Strategic Guidance. The annual allocation process begins with a review of strategic guidance and direction to identify the strategic priorities, constraints, and restraints.

b. Top-Down Allocation Guidance. 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 forces according to the SecWar's strategic priorities through assignment and allocation for CJCS approval.

(1) The Joint Staff J-3, Services, and JFCs use the DRT and availability table 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, consolidated strategic opportunities, immediate response force (IRF) and IRF enablers, and contingency response force (CRF) to establish the baseline demand to develop the Top-Down Allocation Guidance.

(2) The Top-Down Allocation Guidance is the CJCS initial globally integrated direction on how the joint force should be allocated to CCMDs or directed to a prepare to deploy order (PTDO) status based on the 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. Reference (v) details the Top-Down Allocation Guidance.

c. 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 annual submission (see reference (v)). It also communicates new guidance and policy since this manual and reference (u) were published for all the GFM processes.

d. Bottom-up Refinement, Annual Submission, and Requests for Forces. Informed by the Top-Down Allocation Guidance, the CCDRs develop and

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submit the force requirements to meet mission requirements that cannot be met with assigned forces.

(1) CCDRs submit force and JIA requirements for the entire FY in the annual submission. The annual submission is essentially a consolidated request for forces (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.

(2) Outside of the annual cycle, CCDRs may submit emergent requirements. Emergent allocation enables the SecWar to re-distribute forces among the CCDRs to further strategic objectives, respond to crises, and employ forces as dynamically as the situation requires. The emergent process also allows CCDRs to submit a REDEPORD when the force is no longer needed. Reference (v) details the procedures for CCDRs to submit force and JIA requirements.

e. 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 (u). Requirements that meet the validation criteria are validated or approved for staffing.

(1) The ability to source a requirement is intentionally not a validation criterion. It is assessed by the JFCs, collaboratively with the Services and other FPs, during the sourcing process. The Joint Staff J-35 assigns each validated requirement the appropriate strategic priority from the Global Campaign Framework. The Joint Staff JFC then forwards each force requirement to the appropriate JFC to develop sourcing options, as directed by the CJCS, and a sourcing recommendation.

(2) The Joint Staff Directorate for Personnel and Manpower, J-1 conducts the same validation process for Joint Manning Documents (JMDs) and JIA requirements. Reference (v) details the Joint Staff validation procedure.

(3) 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

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develops sourcing recommendations for conventional requirements. The Joint Staff Intelligence Surveillance Reconnaissance Operations, J-32 assists the Joint Staff JFC with developing sourcing recommendations for intelligence, surveillance, and reconnaissance requirements.

f. 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.

(1) Sourcing risks must consider operational and FP risks. This includes, opportunity costs, current operations, campaign and contingency plans, potential future contingencies, modernization, readiness, divestments, availability, and impacts on the health of the force. References (u) and (kk) contain detailed discussions of risk.

(2) The Joint Staff presents sourcing recommendations, with risks, to the CJCS. The CJCS must present sourcing recommendations to the SecWar IAW sections 153 and 163 of reference (c). Section 151 of reference (c) 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 (c) and with reference (i), the CJCS is required to represent differing opinions of the JCS and CCDRs. Reference (v) details the procedures for developing globally integrated, prioritized, risk and resource informed sourcing recommendations.

(3) The Joint Staff JFC requests sourcing solutions from the Services and their designated Service force providers (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 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

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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.

(4) The JFCs review the force provider (FP) nominations. JFCs develop globally integrated sourcing options that are prioritized, informed by risk assessments, and aligned with available resources. These sourcing options are then presented as recommendations to the CJCS.

(5) 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 a draft GFMAP Annexes B, C, and F.

(6) 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 at the action officer (AO) level and then GO/FO or senior executive service level in a series of meetings. These meetings ensure issues are properly framed for SecWar decision. The Joint Staff JFC forwards the draft GFMAP and modifications to the Joint Staff J-35 for review and inclusion into the Secretary's Orders Book process.

g. Secretary's Orders Book Overview. 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 modifications. The Secretary's Orders Book carries EXORDs, alert orders, North Atlantic Treaty Organization (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.

(1) Joint Staff J-35 routes the allocation sourcing recommendations in the form of a briefing via the Secretary's Orders Book for CJCS's endorsement and SecWar decision. The Joint Staff J-35 prepares, staffs, and briefs all draft orders through the Joint Staff Directorates (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 a requirement, which is called "close without sourcing."

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

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(3) 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.

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

h. 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) 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 a SIPRNET SharePoint location.

i. Force Provider. FPs implement SecWar orders in the GFMAP annexes and JFC annex schedules by issuing deployment orders (DEPODs), 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. References (v) and (dd) articulate deployment guidance and define the procedures for adjustments to requirements, orders, and deployments.

6. Directed Readiness. Directed Readiness is the GFM process that allows SecWar to balance risk by directing the expected readiness specific force elements for proactive and scalable operations, while modernizing and preserving force availability in the event of a major contingency or campaigning. The annual order containing this SecWar direction is the DRTs. The DRTs contain SecWar direction to the DoW prescribing the capacity of forces required within specific availability windows to achieve strategic goals within a FY. The DRT amplifies the guidance in reference (ee) to prescribe force size, shape, posture, and readiness to execute the strategy required by section 113(g)(1)(B)(v) of reference (c). The DRT also specifies the requirements for the IRF, CRF, and THF. The IRF EXORD implements IRF requirements and includes additional required IRF-enabling capabilities. The DRT also specifies the stressed force elements. The DRT, in addition to the availability table, is a baseline planning assumption for the ready and available force capacity. Reference (u) details the directed readiness process.

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APPENDIX C TO ENCLOSURE B

SECRETARY'S ORDERS BOOK

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 (c) 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 (c) requires the CJCS to inform the SecWar of differing opinions of the other members of the JCS. IAW section 163 of reference (c), the President may direct communications between the President or SecWar and the CCDRs be transmitted through the CJCS. The President directs, in reference (g), all communications—which includes differing opinions—be via the CJCS, unless otherwise directed.

c. Procedures. Section 151 of reference (c) 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 subject matter experts (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 modifications that require SecWar approval. If the Secretary's Orders Book includes a GFMAP modification, 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 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 modifications.
- (4) PTDOs.
- (5) Alert orders.

(6) NATO Force Preparation. As outlined in Enclosure C of reference (v), Joint Staff J-35 prepares, staffs, and briefs a NATO FORCEPREP message. The message has the authority for U.S. NATO military representative 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 (u) and (ll), the SecWar is the approval authority to approve activations under sections 12302, 12304, and 12304b of reference (c) 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 (cc) provides more information on the mobilization process.

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

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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 (FEs) 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 best inform SecWar decision making. References (u) and (kk) provide a detailed discussion of risk. Risk statements are submitted via the Maven Smart System 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.

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(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 for each topic category 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 (u) 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

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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 Secretary's Orders Book is scheduled (e.g., Secretary's Orders Book-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) Secretary's Orders Book 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 (u), when the JFC staffs the FY GFMAP base order and subsequent modifications, 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 (u) and (kk) 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) Secretary's Orders Book 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) Secretary's Orders Book Day-14 to Secretary's Orders Book 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) Secretary's Orders Book Day-13. Secretary's Orders Book briefer preparation.

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(a) Joint Staff AOs submit order package to the Joint Staff J-35 Joint Operations Division Global Force Management (JOD-GFM) division. Packages include all requisite briefing formats and background information.

(b) Joint Staff J-35 coordinates closely with J-Dirs and 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 OCJCS

- 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. Office of the General Counsel (OGC).
- b. Assistant Secretary of War for Public Affairs.
- c. USW(I&S).
- d. USW(P).
- e. USW(P&R).

(c) Initial Secretary's Orders Book 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) Secretary's Orders Book Briefer Preparation. Joint Staff and CCMD JFC AOs are SMEs. They are responsible for ensuring the Secretary's

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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) Secretary's Orders Book 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.

(6) Secretary's Orders Book 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) Secretary's Orders Book 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) Secretary's Orders Book 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) Secretary's Orders Book 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 at this meeting include the Deputy Secretary of War; USW(P); USW(P&R); USW(I&S); OGC; CJCS; VCJCS; Joint Staff; Joint Staff Director for Intelligence, J-2; 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 orders for release.

(a) Following SecWar approval, the Joint Staff J-35 posts the consolidated GFMAP and annexes, orders, and each GFMAP and annex modifications on reference (t).

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(b) The SecWar can direct changes to the CCMD 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 Joint Capabilities Requirements Manager (JCRM). The JFC updates the necessary data in JCRM and re-generates the draft GFMAP annexes, which are posted on reference (t).

(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 (t).

(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 request for assistance). 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 force tracking number (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 secure video teleconference.

2. The Joint Staff J-3 notifies the SecWar and supported CCDR that a start date might be missed or of 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.

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(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 reference (v) 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 required information to deploy initial response forces has been obtained. A verbal order of the commanding officer (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.

(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, Mission Essential Task List, 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.

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2. Submit suitable in-lieu-of (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 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 passengers. In the applicable GFMAP Annex for the current and future FYs the same entries are done.

(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 modification via the Secretary’s Orders Book. Once approved, the Joint Staff J-35 releases a modification to the FY GFMAP Annex D.

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ENCLOSURE C

RESOURCES

1. Overview. Derived from strategic guidance, planning policy documents are developed to provide further guidance to military planners. This enclosure is a summary and description of documents that may be useful to the JPEC.

2. Planning Resource Documents. In addition to joint doctrine and other documents providing strategic direction and guidance (detailed in Enclosure B), the following references are resources, organized by functional area, that support planning and execution efforts.

a. Personnel

(1) Reference (nn) provides guidance and procedures for requesting the allocation of JIA personnel to meet temporary CCDR manpower requirements within GFM.

(2) Reference (oo) establishes policy, assigns responsibilities, and prescribes procedures for determining the appropriate mix of manpower (military and DoW civilian) and private sector support.

(3) Reference (pp) implements guidance and establishes procedures to integrate DoW civilians into the GFM process.

b. Intelligence

(1) Reference (qq) is a classified supplement that provides planning guidance for operational intelligence support.

(2) Reference (q) provides geospatial information and Services planning guidance.

(3) The Joint Strategic Assessment is a classified reference produced by DIA. It describes the mid- and long-range security environment with both functional and regional focus sections. The Joint Strategic Assessment can be found on the DIA SIPRNET web site.

(4) The Joint Strategic Intelligence Estimate (JSIE) is the Joint Staff J-2's assessment of the global strategic environment, in direct support of reference (rr), the Chairman's Risk Assessment, and GFM processes.

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c. Operations, Plans, and Reports

(1) Reference (q) is a classified document that has additional planning guidance for contingency plans.

(2) Reference (ss) provides guidance for planning and conducting military information support operations.

(3) Reference (kk) establishes the joint method for identifying, assessing, and managing risk.

(4) The CJCS 3130 family is a mix of policy and procedure directives. Those documents—which are not currently published—will rescind existing documents; several new documents are also under development. Enclosure B to reference (a) is a list of these documents and their purposes.

(5) Reference (l) establishes responsibilities for management and review of GCPs and CCMD campaign and contingency plans.

(6) Reference (tt) provides guidance to Joint Staff, Service (including Service intelligence centers and RCs), CCMD, and combat support agency personnel for conducting collaborative intelligence planning, primarily in support of CCDR campaign plans, contingency plans, and orders.

(7) Reference (o) provides direction on the implementation and oversight of global defense posture (GDP) policies, processes, authorities, and responsibilities to ensure appropriate development and assessment of strategic posture for the DoW.

(8) CCMD Strategies and Campaign Plans. CCMDs prepare theater strategies to link national strategic guidance to the development of CCPs. These CCPs operationalize the CCDR's strategy by aligning activities with resources to achieve directed and CCMD objectives. These campaign plans are designed to prevent or mitigate conflict and set the conditions for successful execution of contingency plans when necessary.

(9) Theater Distribution Plans. Theater distribution plans are elements of all CCPs that articulate the distribution network from point of need to the point of employment. The theater distribution plan contains detailed information of the theater distribution capabilities and their interface with the Global Distribution Network for a CCDR's AOR.

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(10) Posture Plans. As part of the CCMD campaign plans, posture plans define the forces, footprints, and agreements required to execute crisis response and operations. Posture plans are developed through the GDP process to integrate the posture requirements of all CCDRs.

(11) Integrated Country Strategies. Multi-year plans developed by each U.S. embassy country team that encapsulate the USG policy priorities, objectives, and means used to achieve them. Integrated Country Strategies influence CCDR development of country plans within a CCP. They are sensitive but unclassified documents and can be found on the DOS NIPRNET.

d. Logistics

(1) Reference (ee) is a classified supplement, also known as “LOGSUP,” that provides logistics planning guidance concerning the specified planning tasks assigned in references (p) and (q). The LOGSUP standardizes the development of a concept of logistics support for global campaigns, regional operations, and contingency planning while enabling logistics risk and supportability assessments.

(2) Reference (uu) establishes logistics planning guidance for the materiel capabilities globally pre-positioned for utilization during a full spectrum contingency operation.

(3) The Joint Logistics Estimate (JLE) is a classified reference produced by the Joint Staff Directorate for Logistics, J-4. The JLE provides an assessment of logistics support to operation plans (OPLANs) and concept plans (CONPLANs). It must identify capabilities, capacity, shortfalls or gaps, associated impact, and mitigating actions. The current JLE is on the Joint Staff J-4 SIPRNET web site (reference (vv)).

e. Communications. Reference (ww) is a classified supplement that provides communications systems planning guidance, describes resource capabilities, and assigns planning tasks.

f. Cyberspace. Reference (xx) provides procedures for planning, coordinating, and executing cyberspace operations.

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ENCLOSURE D

PLAN ANALYSIS AND FEASIBILITY ASSESSMENTS

1. Purpose. Planners assess if there are sufficient resources to execute a plan. The required plan analysis and feasibility assessments and their governing documents are discussed in this enclosure.

2. Transportation Feasibility

a. Overview. Transportation feasibility is a determination that the capability exists to move forces, equipment, and supplies from the point of origin to the destination within the time required. Transportation feasibility determination requires concurrent analysis and assessment of available strategic and theater lift assets, transportation infrastructure, competing demands and the impact of a contested environment. TPFDDs presented to USTRANSCOM for transportation feasibility will include refined sustainment. Transportation Feasibility Assessments will be conducted when required by references (p) or (q) or when specifically directed by SecWar or CJCS.

b. Outcomes. OPLANs or CONPLANs are transportation feasible when the capability to move forces, equipment, and supplies exists from the point of origin to the destination according to the plan.

c. Process

(1) USTRANSCOM planning staff, in concert with its component commands, does transportation feasibility assessment (airlift, sealift, and ground) of TPFDDs using modeling tools, planner knowledge, and experience with the workings of the Defense Transportation System.

(2) USTRANSCOM assesses the TPFDD for end-to-end transportation feasibility, reporting to the CJCS and supported CCDR that movements arrive at port of debarkation and destinations consistent with the supported CCDR's assessment of JRSOI and theater distribution. Final transportation feasibility determination rests with CDRUSTRANSCOM.

(3) Following analysis of all inputs, the supported CCDR is responsible for declaring a plan end-to-end executable.

(4) The supported CCDR—in coordination and conjunction with USTRANSCOM—analyzes deployment, JRSOI, and theater distribution of forces, equipment, and supplies to final destination. The analysis and

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assessment of the inter-theater to intra-theater distribution operations is part of the end-to-end assessment of transportation feasibility conducted by USTRANSCOM.

(5) USTRANSCOM provides an assessment on movement of forces from point of origin to aerial port of embarkation or seaport of embarkation.

- d. Working Group Lead. Joint Staff J-4.
- e. Governing Documents. References (dd) and (ee).

3. Logistics Supportability Analysis

a. Overview. The logistics supportability analysis (LSA) is a CCMD internal assessment for the Joint Strategic Campaign Plan on key logistic capabilities required and validated national stock number-level logistics requirements to execute and sustain the concept of support conducted on all level three and four plans with the TPFDD.

b. Outcomes

- (1) Initial LSA.
- (2) Integrated LSA for integrated plan sets.
- (3) Final LSA that is presented to SecWar in a CCMD plan.

c. Process

(1) This analysis is conducted by the CCMD's logistics organizations to analyze their ability to provide the critical capabilities required to execute and sustain the supported CDR's priority concept or OPLAN that have TPFDD.

(2) The CCMD J-4 briefs the Joint Staff J-4 as part of an original or update to the logistics estimate or LSA. The supported CCMD J-4 begins initial supportability analysis during course of action analysis and selection to facilitate completion by the time the written plan is ready for JPEC review prior to any SecWar briefing.

- d. Working Group Lead. Joint Staff J-4.
- e. Governing Documents. References (ee) and (yy).

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4. Bulk Fuel Feasibility Assessment

a. Overview. USTRANSCOM Global Bulk Fuel Planning staff, in concert with its component commands, performs bulk fuel feasibility assessments on the movement of fuel and bulk fuel assets in the TPFDD and when those assets would be operational, from the planned source of supply (refineries), through strategic conveyances (ocean tankers, coastal tankers, pipelines, rail, and truck) through defense fuel support point, and then through operational conveyances to the point of need.

b. Outcomes. Evaluation of fuel distribution network performance such as performance against days of supply, analysis of petroleum, oils, and lubricants network, validation of CCMDs Pre-positioned War Reserve Requirement (PWRR)/Pre-positioned War Reserve Stocks, analysis of distribution means determines number and type of Distribution Assets (i.e., sea, rail, road) to support wartime demand.

c. Process. Analyze family of plans, TPFDD, PWRR, scheme of maneuver alongside assumptions to perform modeling and analysis and provide the bulk fuel feasibility assessment and associated risk assessments.

d. Working Group Lead. Joint Staff J-4.

e. Governing Document. Reference (ee).

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APPENDIX A TO ENCLOSURE D

IDENTIFICATION OF PREFERRED FORCES

1. Overview. Preferred forces are forces that are identified by the supported CCMD to continue employment, sustainment, and 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.
2. Advice. CCMDs may request assistance from the Joint Staff and CCMD JFCs and FPs, and are encouraged to collaborate with FPs when identifying preferred forces. The JFCs’ and FPs’ planning capacity is prioritized first to emergent and rotational execution sourcing, and then contingency sourcing, as directed. The JFCs and FPs support the 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 feasibility assessment (FA) is provided to the requesting CCMD.
3. Data Access
 - a. Force Visibility. 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 capability, readiness, and employment location data from each manually compiled and analyzed.
 - b. Advana ORION Platform
 - (1) 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.
 - (2) 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.

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4. Analysis. Cognitive human analysis of automated results based on a thorough understanding of the data, priorities, and assumptions remains a requirement.

5. Constraint. Preferred forces identified for a plan must not be greater than the CJCS-approved availability (for planning) tables.

a. Availability (for planning) Tables. The availability tables posted on reference (s) 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 (for planning) tables IAW reference (u) to inform planning. Planners should ensure the aggregate force requirements of integrated plans remain within the Services' capacity to provide forces.

b. Risk Assessment. When the required forces for a plan exceed those apportioned, there is increased risk that could affect the ability to execute the plan. If a CDR assesses the quantity of apportioned forces to be insufficient, the CJCS must approve planning that exceeds the availability (for planning) 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.

c. Shortfalls. CDRs must also inform the USW(P) and SecWar during IPRs if the plan exceeds the number of forces in the availability (for planning) tables.

6. 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).

APPENDIX B TO ENCLOSURE D

CONTINGENCY SOURCING PROCESS

1. Contingency Sourcing Overview

a. About. 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.

b. Description. 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 evaluation process and is usually directed prior to plan approval. Reference (l) details the plan assessment process. Due to staff capacity limitations, normally only the highest priority plans—detailed in references (p), (q), and (zz)—are directed to be contingency sourced.

c. Purpose. The result of contingency sourcing enables further assessments, such as a transportation feasibility analysis (TFA), logistics supportability analysis (LSA), or logistics estimate. Contingency sourcing may also inform IPRs or readiness reviews within the plan assessment functions. References (k), (n), and (q) contain more information on contingency sourcing.

2. Solutions and Risk Assessments

a. Feasibility Only. 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. 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.

b. Primary Responsibility. 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

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consolidates contingency sourcing solutions and risks from the CCMD JFCs to develop a consolidated risk assessment.

3. Contingency Sourcing Guidance Message

a. About. 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.

b. Contents. 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.

4. Contingency Sourcing Options. Reference (l) 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 C2 relationships. JIAs requirements are not contingency sourced in either Option A or B.

a. 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., brigade combat team, battalion, carrier strike group, expeditionary strike group) and identified support and logistics capabilities that are apportioned for planning. Availability (for planning) tables are updated quarterly and are located on the Joint Staff J-8 portal (reference (s)). 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.

b. 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.

(1) 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.

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(2) It also allows the supported CCMD to conduct a logistics assessment. This is a logistics supportability analysis or logistic assessment to estimate follow-on sustainment requirements IAW the logistics supplement to reference (q).

(3) Option B results in a contingency sourced TPFDD containing Type Unit Characteristics (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 (q) requires TPFDDs on level 3T and 4 plans.

(4) It should be performed 4–6 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 into 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.

5. 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.

a. Endorsement and 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.

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b. Purpose. 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 JFCs' and FPs' ability to support.

c. 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.

d. 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.

(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.

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(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.

6. 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 J-3, supported and supporting CCDRs, Services, and CCMD JFCs for review and comment, and finalizes the message.

c. Upon approval, Joint Staff J-5 releases the contingency sourcing guidance message.

7. Notional Time-Phased Force and Deployment Data

a. Data Refinement. Prior to the contingency sourcing process, the supported CCMD develops or refines a notional TPFDD. This internal process is directed by each CCMD plan development team and guided by reference (l).

(1) Supported CCMDs enter assigned and allocated forces that are expected to source the force requirements in the TPFDD.

(2) The supported CCMD's component commands enter the required data along with supporting data in the notional TPFDD. For example, force requirement number (FRN), unit type code (UTC), Service, commander's required date (CRD), required delivery date (RDD), routing, and time-phased data associated with point of departure and destination to facilitate sourcing by the JFCs.

b. Collaboration. 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.

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8. 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 can accomplish 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 (ff), 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

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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 (aaa) 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 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.

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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 1.

(a) Provide those units deemed critical or most important to the plan and above-the-line units (e.g., battalions 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.

Units	Requirement	C-1/C-2	C-3	C-4	Shortfalls
Fighter					
F-15 C/D					
F-15 E					
F-16					
F-35					
Bomber					
B-1					
B-2					
Electronic					
EC-130H					
C2					
E-3					
E-8					
Combat Search and Rescue					
HH-60					
Theater Airlift					
C-130					

Figure 1. Sourcing Solution Example

1. Services or FPs should identify all the Service force requirements, CCMD assigned forces, forces allocated to other priorities, PTDO forces, and forces contingency-sourced against the requirements, their level of

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readiness, and the force shortfalls (with the reason each was listed as C-3, C-4, or a shortfall) (Figure 2).

		C-1	C-2	C-3	C-4	C-5
Qty	MDS/Type	Unit Name	Overall C-Level	Notes		
6	B47	427th	4	C-4 due to Pers; Cross-level prior to RLD; mitigated by CCMD JFC		
6	B17	Shortfall		Deployed		
6	B29	511th	1			

Figure 2. 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 CDR's approval or rejection.

b. Receive, review, and act upon the supported CDR'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 presented in reference (ll) and amplified in reference (u) 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.

(b) While the Services are sourcing the notional TPFDD, the applicable JFC:

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1. Monitors the sourcing effort.
2. Remains responsive to Services' requests for assistance and clarification.
3. Prepares to mitigate shortfalls by coordinating Service recommendations with the supported CCDR on the following, as necessary:
 - a. Recommending 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. Identifying in-Service ILO sourcing solutions and recommend them to the supported CCDR for approval.
 - c. Identifying and recommending 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?

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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 3) and the overall risk assessment (Figure 4).

(1) Figure 3 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.

(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.

(a) Section 153 of reference (c) requires the CJCS to assess the nature and magnitude of strategic and military risks in executing the missions called for in reference (bbb) 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) The JFC provide an overall 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 4). 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, a JFC relies 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

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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 4) to determine the force sourcing risk assessment.

Army (Risk)						Navy (Risk)					
Capacity	Plan Req	C-1/C-2	C-3	C-4	Short	Capacity	Plan Req	C-1/C-2	C-3	C-4	Short
HQs						HQs					
Other Cmds						Carrier Forces (CVN/CVW)					
BCTs						Surface Cbts (BMD)					
CAPBs						MCM/EOD					
Sustainment BDE						Log and ops Spt					
Exped Signal BNs											

Air Force (Risk)						Marines (Risk)					
Capacity	Plan Req	C-1/C-2	C-3	C-4	Short	Capacity	Plan Req	C-1/C-2	C-3	C-4	Short
Alert Fighters Det						Command element					
Air Patrol Sq						Ground Combat Element					
C2 (A/C)						Air Combat element					
Helo Evac Sq						CBIRF					
Xxxx HQ (UTC)						Etc					
Cbt Spt (UTC)											

Space Force (Risk)					
Capacity	Plan Req	C-1/C-2	C-3	C-4	Short
Wing					
Delta					
Squadron					

Figure 3. Sample Risk Chart (classified when filled in)

(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. The JFC information briefs identify:

1. The approving authority for the force or capability requirements.

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2. CCMD assigned and allocated forces and readiness.
3. PTDO forces and readiness.
4. The forces sourced against the requirements (those that are filled) and readiness.
5. The shortfalls and the reason why various requirements were not resourced.
6. The shortfalls, actions taken to mitigate shortfalls, and reasons for not sourcing.
7. The JFC's force sourcing risk assessment.

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JFC Overall Risk Assessment	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, resource availability, and capability sustainment is as follows:
MODERATE	Dwell Time (MODERATE) USA: individual dwell issues, however unit (RC) is mobilized at a station so unit can perform mission. CCMD accepts (LOW) USN: not applicable USMC: assigned Marine expeditionary unit command element recently returned from deployment. deployment-to-dwell less than 1:1 (HIGH) USAF: deployment-to-dwell 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 Resource Availability (MODERATE) USA: Mobilization authority would need to accompany this CONPLAN for use of RC forces (MODERATE) USN: units sourced with higher C-ratings due to limited 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 CCDR AORs (SIGNIFICANT) USMC: no significant issues (LOW) USAF: no significant issues (LOW)

Figure 4. Sample Overall Supporting Risk Assessment

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ENCLOSURE D

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GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

AO	action officer
AOR	area of responsibility
C2	command and control
CCDR	Combatant Commander
CCMD	Combatant Command
CCP	combatant command campaign plan
CD	counterdrug
CDRUSELEMNORAD	Commander, U.S. Element, North American Aerospace Defense Command
CDRUSSOCOM	Commander, U.S. Special Operations Command
CDRUSTRANSCOM	Commander, U.S. Transportation Command
CFMA	cyberspace force mission alignment
CJCS	Chairman of the Joint Chiefs of Staff
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CNGB	Chief, National Guard Bureau
COCOM	combatant command (command authority)
COM	Chief of Mission
CONOPS	concept of operations
CONPLAN	operation plan in concept format
CRD	commander's required date
CRF	contingency response force
CTOC	counter transnational organized crime
DDOC	Deployment and Distribution Operations Center
DDRO	Deputy Director for Regional Operations and Force Management, J-35
DEPORD	deployment order
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DJ-3	Joint Staff Director for Operations, J-3
DJS	Director, Joint Staff
DON	Department of the Navy
DOS	Department of State
DoW	Department of War
DRRS	Defense Readiness Reporting System
DRT	directed readiness tables
DSCA	defense support of civil authorities

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EEI	essential elements of information
EXORD	execute order
FA	feasibility assessment
FE	force element
FORCEPREP	force preparation
FP	force provider
FRN	force requirement number
FTN	force tracking number
FYDP	Future Years Defense Program
GCP	global campaign plan
GDP	global defense posture
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
GO/FO	general officer or flag officer
HQ	headquarters
HRV	human right verification
IAW	in accordance with
ILO	in-lieu-of
IPR	in-progress review
IRF	immediate response force
ITV	in-transit visibility
J-3	Joint Staff Directorate for Operations, J-3
J-32	Joint Staff Intelligence Surveillance Reconnaissance Operations, J-32
J-35	Joint Staff Deputy Directorate for Regional Operations and Force Management, J-35
J-35	Joint Staff J-35 GFM Division
J-37	Joint Staff Deputy Directorate for Special Operations and Counter Terrorism, J-37
J-4	Joint Staff Directorate for Logistics, J-4
J-8	Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8
J-Dir	Joint Staff Directorate
JCET	joint combined exchange training
JCRM	Joint Capabilities Requirements Manager
JCS	Joint Chiefs of Staff

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JFC	joint force coordinator
JIA	joint individual augmentation/augmentee
JIPOE	joint intelligence preparation of the operational environment
JLE	Joint Logistics Estimate
JMD	joint manning documents
JOPEs	Joint Operation Planning and Execution System
JOWPD	Joint Staff J-5 Joint Operational War Plans Division
JPEC	joint planning and execution community
JRSOI	joint reception, staging, onward movement, and integration
JSIE	Joint Strategic Intelligence Estimate
JTB	Joint Transportation Board
JTF	joint task force
LAD	latest arrival date
LOGSUP	logistics supplement
LSA	logistics supportability analysis
NATO	
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network
NLT	not later than
OE	operational environment
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OGC	Office of the General Counsel
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OSW	Office of the Secretary of War
PLANORD	planning order
PTDO	prepare to deploy order
PWRR	Pre-positioned War Reserve Requirement
RC	Reserve Component
RDD	required delivery date
REDEPORD	redeployment order
RFF	request for forces
RIP	relief-in-place
RLD	ready-to-load date

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SecState	Secretary of State
SecWar	Secretary of War
SFA	security force assistance
SFP	Service force provider
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
SOF	special operations forces
TASKORD	task order
TFA	transportation feasibility analysis
TPFDD	time-phased force and deployment data
TUCHA	type-unit characteristics
USA	U.S. Army
USAF	U.S. Air Force
USCG	U.S. Coast Guard
USELEMNORAD	U.S. Element, North American Aerospace Defense Command
USG	U.S. Government
USMC	U.S. Marine Corps
USN	U.S. Navy
USSF	U.S. Space Force
USSOCOM	U.S. Special Operations Command
USTRANSCOM	U.S. Transportation Command
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
UTC	unit type code
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VOCO	verbal order of the commanding officer

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PART II – DEFINITIONS

alert order. A planning directive that provides essential planning guidance and directs the initiation of planning but does not authorize execution. Also called ALERTORD. (DoD Dictionary. JP 5-0)

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)

apportioned forces. An estimate of the Military Departments’/Services’ capacity to generate force elements along general timelines for planning purposes.

Assessment

1. A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations.
 2. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective.
 3. Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity.
 4. Judgment of the motives, qualifications, and characteristics of present or prospective employees or “agents.”
- (DoD Dictionary. JP 3-0)

assigned forces. Those units, equipment, and resources that have been placed under the combatant command (command authority) of a unified commander by the Service Secretary and by the direction of the Secretary of War in his “Forces for Unified Commands” memo in accordance with title 10, U.S. Code, section 162 or with Section II of the GFMIG. (GFMIG)

branch. The contingency options built into a base plan used for changing objective, orientation, or direction of movement of a force based on anticipated events, opportunities, or disruptions. (Approved for incorporation into the DoD Dictionary.)

campaign plan. A plan for a series of related operations aimed at achieving operational objectives. (DoD Dictionary. JP 5-0)

capability. The ability to execute a specified course of action. In this document, references to “capabilities” refer not only to classic warfighting capabilities but also to language, regional, and cultural proficiencies. (GFMIG)

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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. Also called COCOM. (DoD Dictionary)

commander's critical information requirement. An information requirement identified by the commander as being critical to facilitating timely decision making. (DoD Dictionary. JP 3-0)

commander's estimate. The commander's initial assessment that provides options in a concise statement that defines who, what, when, where, why, and how to implement the course of action. (DoD Dictionary. JP 5-0)

commander's intent. A clear and concise expression of the purpose of the operation and the desired objectives and military end state. (JP 3-0)

concept of operations. A description that expresses how the commander intends to employ available resources to achieve the objectives. Also called CONOPS. (DoD Dictionary. JP 5-0)

contingency plan. A branch of a campaign plan planned based upon hypothetical situations. (DoD Dictionary. JP 5-0)

contingency sourced forces. Specific forces identified by joint force coordinators, assisted by their Service Components and the parent Military Departments/Services, that meet the planning requirement at a specified point in time.

country team. The senior in-country U.S. coordinating and supervising body, headed by the chief of the U.S. diplomatic mission, and composed of the senior member of each represented U.S. department or agency, as desired by the chief of the U.S. diplomatic mission. (DoD Dictionary. JP 3-07.4)

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. (DoD Dictionary. JP 3-0)

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Defense Agency. An organizational entity designated by the Secretary of War (SecWar) to perform a supply or service activity common to more than one Military Department (other than such an entity that is designated by the SecWar as a Department of War field activity). (title 10, U.S. Code)

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.
 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.
- (DoD Dictionary. JP 4-05)

Department of War agencies. Includes Defense agencies, Department of War (DoW) field activities, and other DoW components that are not in a Military Department, Service, Combatant Command, Office of the Secretary of War, or the Joint Staff but may provide force sourcing solutions. (GFMIG)

Department of War field activity. An organizational entity designated by the Secretary of War (SecWar) to perform a supply or service activity common to more than one Military Department (other than such an entity that is designated by the SecWar as a Defense agency). (title 10, U.S. Code)

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

deployment order

1. An order directing the deployment of forces for operations or exercises and subsequently issued down the chain of command implementing the ordered deployment.
2. An order from the Secretary of War, issued by the Chairman of the Joint Chiefs of Staff via the Global Force Management Allocation Plan (Annexes A and D and Joint Force Provider Annex Schedules B and C), that authorizes the transfer and allocation of all forces between Combatant Commands, Services, and Defense agencies and specifies the authorities the gaining Combatant Commander exercises over the specific forces to be transferred. Also called DEPORD.

enduring location. A geographic site designated by the Department of War for strategic access and use to support U.S. security interests for the foreseeable future. The following types of sites are considered enduring for U.S. Government purposes: main operating base; forward operating site; and

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cooperative security location. All three types of locations may be composed of more than one distinct site. (DoDI 3000.12)

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 by the Chairman of the Joint Chiefs of Staff. Also called EXORD.
(DoD Dictionary. JP 5-0)

execution sourced forces. Forces identified to meet the force requirements for an operation or exercise that may include combatant commander assigned forces or forces allocated by the Secretary of War.

force planning

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

force provider. Includes Secretaries of the Military Departments, U.S. Coast Guard, Combatant Commanders with assigned forces, Department of War agencies, and Office of the Secretary of War organizations that provide force sourcing solutions to Combatant Commander force requirements. (GFMIG)

global force management. Processes that align force apportionment, assignment, and allocation methodologies in support of the Department or War's (DoW's) strategic guidance. It provides senior DoW leadership with comprehensive insight into the global availability of forces and the risk and impact of proposed force changes. Also called GFM.

Global Force Management Allocation Plan. Chairman of the Joint Chiefs of Staff document, approved by the Secretary of War, that authorizes force allocations and deployment of forces in support of Combatant Commander force and Joint Individual Augmentee requirements. Also called GFMAP.
(GFMIG)

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integrated plan set. Identifies and links specific core, concurrent, and conditional contingency plans likely to execute contemporaneously, closing gaps in segregated plans. Also called IPS. (JP 5-0, approved for inclusion in the DoD Dictionary.)

joint force commander. A general term applied to a Combatant Commander, sub-unified commander, or joint task force commander. Also called JFC. (DoD Dictionary. JP 1 Vol 1)

joint force coordinator. The CCMDs or organizations responsible for identifying and recommending globally integrated, prioritized, and risk-informed sourcing solutions for validated Combatant Command (CCMD) allocation requirements to the Chairman of the Joint Chiefs of Staff in coordination with the Services, CCMDs, and other force providers. JFCs also supervise the implementation of Secretary of War sourcing decisions. The Joint Staff Directorate for Operations, J-3 is the conventional forces JFC. The *Unified Command Plan* and the *Global Force Management Implementation Guidance* designate U.S. Special Operations Command, U.S. Transportation Command, and U.S. Cyber Command the JFC for special operations forces, mobility, and cyberspace forces, respectively. Also called JFC.

Joint Individual Augmentee. An unfunded temporary manpower requirement (or member filling an unfunded temporary manpower position) identified on a joint manning document by a supported Combatant Commander to augment joint task force staff operations during contingencies and fill task force headquarter requirements. Also called JIA. (CJCSI 1301.01)

joint manning document. A manning document that identifies all manning billets essential to the command and control of a headquarters organization. Also called JMD. (CJCSI 1301.01)

Joint Operation Planning and Execution System Information Technology. A suite of applications that provides the foundation for conventional command and control by national- and Combatant Command-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. The time-phased force and deployment data is a key product. Also called JOPEs IT. (CJCSM 3130.06)

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

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joint planning group. A planning organization consisting of representatives of the joint force headquarters staff sections, joint force components, and other supporting organizations or agencies as deemed necessary by the joint force commander. Also called JPG. (DoD Dictionary. JP 5-0)

mission statement. A short sentence or paragraph that describes the organization's essential task(s), purpose, and action containing the elements of who, what, when, where, and why. (DoD Dictionary. JP 5-0)

operation order. A commander's directive that defines the mission and the subordinate commanders' roles and responsibilities for the operation. Also called OPORD. (DoD Dictionary. JP 5-0)

operational approach. A broad description of the mission, operational concepts, tasks, and actions required to accomplish the mission. (DoD Dictionary. JP 5-0)

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

preferred forces. Forces that are identified by the supported Combatant Commander to continue employment, sustainment, and transportation planning and assess risk. These forces are planning assumptions only, are not considered "sourced" units, and do not indicate that these forces will be contingency or execution sourced. (GFMIG)

prepare to deploy order. An order issued directing an increase in a deployability posture and specifying a timeframe that the unit must be ready to load upon receipt of a deployment order. Also called PTDO.

redeployment. The transfer or rotation of forces and materiel to support another commander's operational requirements, or to return personnel, equipment, and materiel to the home or demobilization stations for reintegration and out-processing. (DoD Dictionary. JP 3-35)

request for forces. A request from a commander to allocate forces to address capability requirements that cannot be sourced by assigned or previously allocated forces. Also called RFF.

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

risk. Probability and severity of loss linked to hazards.

strategic direction. The strategy and intent of the President, Secretary of War, and Chairman of the Joint Chiefs of Staff in the pursuit of national interests. (DoD Dictionary)

strategic estimate. The broad range of strategic factors that influence the commander's understanding of the operational environment and the determination of missions, objectives, and courses of action. (DoD Dictionary. JP 5-0)

strategic guidance. The written products by which the President, Secretary of War, and Chairman of the Joint Chiefs of Staff provide strategic direction.

support planning. Planning activities used to determine the time-phased force and deployment list sequencing of personnel, logistics, and other support—including contractors and their equipment—necessary to provide mission support distribution, maintenance, engineering, medical support, personnel service support, and sustainment for the joint force in accordance with the concept of operations.

strategic planning framework. A description developed by the Joint Staff for senior leaders to explain the linkages between decisions and actions made across the competition continuum. Also called SPF. (approved for inclusion in the DoD Dictionary)

supported commander

1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Campaign Plan or other joint operation planning authority.
2. In the context of joint planning, the commander who prepares operation 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. (DoD Dictionary. JP 3-0)
4. In the context of integrated planning, the Combatant Commander responsible for leading integrated planning for their problem sets, inclusive of all associated plans related to the problem both inter- and intra-theater that are within the constraint of apportioned forces.

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supporting commander

1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan.
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. (DoD Dictionary. JP 3-0)
3. In the context of integrated planning, the commander who assists the supported Combatant Command's efforts to achieve a unified view of the threat environment and synchronize resources, timelines, command and control, decision points, and authorities across the problem set.

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

tasking order. A method used to task and disseminate to components, subordinate units, and command and control agencies projected targets and specific missions, as well as general and specific instructions for accomplishment of the mission. Also called TASKORD.

termination criteria. The specified standards approved by the President or the Secretary of War that must be met before a joint operation can be concluded.

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

total force. The combined military, civilian, and contractor personnel that carry out the mission of the Department of War and the core mission areas of the armed forces. (title 10, U.S. Code, section 129a)

training and readiness oversight. The authority that Combatant Commanders may exercise over assigned Reserve Component forces when not on active duty or when on active duty for training. (DoD Dictionary. JP 1 Vol 2)

transportation feasibility. A determination made by the supported commander that a draft operation plan can be supported with the identified or assumed transportation capabilities. (JP 5-0)

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.
(GFMIG)

validation

1. In the context of time-phased force and deployment data (TPFDD) validation, it is an execution procedure whereby all the information records in the TPFDD are confirmed error-free and accurately reflect the current status, attributes, and availability of units and requirements.
2. In the context of Joint Staff validation, it is a Global Force Management procedure for the assessing of combatant command requirements to determine viability, for sourcing, with respect to risk and prioritization between competing needs; and the nature of the requirement (capabilities and capabilities in terms of forces).

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