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20 June 2024**

**GLOBAL FORCE MANAGEMENT
ALLOCATION POLICIES AND
PROCEDURES**



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

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GLOBAL FORCE MANAGEMENT ALLOCATION POLICIES AND PROCEDURES

References: See Enclosure K

1. Purpose. This manual establishes policies and procedures to plan and execute Global Force Management (GFM) allocation activities of the Armed Forces of the United States. Per section 162 of title 10 United States Code (U.S. Code), the Secretary of Defense (SecDef) prescribes procedures for the GFM processes in the Fiscal Years 2023-2025 Global Force Management Implementation Guidance (GFMIG), reference (a). The SecDef also directs the Chairman to implement the procedures in the reference (a) in appropriate policy. This manual implements the SecDef's guidance for the GFM allocation process. This manual specifies the GFM allocation staffing procedures to ensure the Chairman's sourcing recommendations are timely and informed by the Combatant Commanders (CCDRs) and other members of the Joint Chiefs of Staff as required by title 10, U.S. Code, section 151. This manual is specified in Chairman of the Joint Chiefs of Staff (CJCS) Guide 3130, "Joint Planning and Execution Overview and Policy Framework," reference (b). It provides policies and procedures to allocate forces and individuals to the Combatant Commands (CCMDs); U.S. Element, North American Aerospace Defense Command (USELEMNORAD); and North Atlantic Treaty Organization (NATO) via the United States National Military Representative (USNMR)–Supreme Headquarters Allied Powers Europe (SHAPE).

a. Assignment Process. The assignment process satisfies the statutory requirement in title 10, U.S. Code, section 162(a), reference (c), for SecDef to direct the Secretaries of the Military Departments to assign specified forces to CCMDs to perform their assigned directed missions. Reference (a) details the assignment process. SecDef's command and control (C2) mechanism distributes forces to the CCDRs and Secretaries of the Military Departments.

b. Allocation Process. Allocation is SecDef's C2 mechanism specified in title 10, U.S. Code, section 162(a)(3) to temporarily adjust the global distribution of forces and capabilities among the CCMDs and USELEMNORAD.

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This supports mission accomplishment in a globally integrated, prioritized, and risk-informed manner. Allocation includes forces and joint individual augmentation/augmentees (JIAs).

2. Superseded/Cancellation. CJCSM 3130.06C, 7 May 2021, “Global Force Management Allocation Policies and Procedures,” is superseded.

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

4. Policy

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

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

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

a. Removes United States Strategic Command (USSTRATCOM) as the joint functional manager for missile defense (MD) in accordance with reference (a).

b. Updates the definitions for deployment and dwell for computing deployment-to-dwell ratio definitions per references (a) and (f).

c. Incorporates authorities for Secretaries of the Military Departments to transfer forces to CCMDs specified in reference (a).

d. Incorporates authority for the Joint Force Coordinator (JFC), and joint force providers (JFPs) to change force providers (FPs) for previously ordered sourcing solutions specified in reference (a).

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- e. Includes Office of the Secretary of Defense (OSD) GFM allocation responsibilities specified in reference (a).
- f. Updates JS GFM allocation responsibilities.
- g. Aligns the discussion of risk with CJCSM 3105.01B, "Joint Risk Analysis Methodology," reference (g).
- h. Adds the requirement from reference (a) for CCDR or Service Chief endorsement of all nonconcurs and high-risk statements.
- i. Changes start date definition to accurately state the purpose and intent.
- j. Specifies procedures to obtain risk from DoD agencies.
- k. Clarifies Joint Capabilities Requirements Manager (JCRM) data entry requirements.
- l. Adds a figure illustrating a notional force rotation.
- m. Incorporates various administrative corrections.

6. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Nonclassified Internet Protocol Router Network (NIPRNET). DoD Components to include the CCMDs, other Federal agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <<http://www.jcs.mil/library>>. Joint Staff activities may also obtain access via the secret Internet Protocol Router Network (SIPRNET) Electronic Library web sites.

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



DOUGLAS A. SIMS, II, LTG, USA
Director, Joint Staff

Enclosures

- A—Global Force Management Allocation Roles and Responsibilities
- B—Global Force Management
- C—Combatant Commander Requirements
- D—Joint Staff Requirements Validation
- E—Generating Joint Recommended Sourcing Solutions
- F—Secretary of Defense Orders Book and Secretary Decisions

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G—Publish Order: Global Force Management Allocation Plan

H—Deployment Execution

I—Joint Capabilities Requirements Manager Data Fields

J—Preferred Forces and Contingency Sourcing

K—References

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ENCLOSURE A

GLOBAL FORCE MANAGEMENT ALLOCATION ROLES AND RESPONSIBILITIES

1. Office of the Secretary of Defense. Per reference (a), the Office of the Under Secretary of Defense for Policy (OUSD(P)) and the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) participate in the Global Force Management Boards (GFMBs). Other OSD offices may attend as required. OSD roles and responsibilities are specified in reference (a).

a. OUSD(P)

- (1) Reviews orders in the SecDef Orders Book (SDOB).
- (2) Reviews CCMD force requirements for validation policy review.
- (3) Provides strategic risk, prioritization, and guidance for the employment of the force.
- (4) Per DoD Directive 5111.10, "Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC))" (reference (h)), ASD(SO/LIC):
 - (a) Supports OUSD(P) in GFM-related policy matters as they pertain to special operations forces (SOF) operations, activities, and investments.
 - (b) Approves joint combined exercise training events.

b. OUSD(P&R)

- (1) Reviews orders in the SDOB.
 - (a) Provides SecDef decision support on GFM actions.
 - (b) Provides impacts of recommended actions on both strategic readiness and overall risk to strategy.
- (2) Provides deployment and mobilization guidance for the force (Active Component (AC), Reserve Component (RC), and Department of Defense Expeditionary Civilians (DoD-EC)), including deployment-to-dwell (D2D) and mobilization-to-dwell (M2D) policy.
- (3) Coordinates requests for assistance (RFA) for DoD capabilities with the JS, JFPs, and affected CCMDs.

(4) Serves as the proponent for policy governing the deployment of DoD-EC.

(5) Provides the DoD-EC Force Pool tasking FPs to be prepared to provide a quantity of civilians by series and grade. The specific tasking for the directed quantity is determined during the allocation sourcing process following Joint Staff validation.

(6) Provides the JS J-1 and JFC with data tables showing the civilian work force capacity and demographics across the DoD, by FP.

c. Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S))

(1) Reviews orders in the SDOB.

(2) Provides GFM advice for intelligence, surveillance, and reconnaissance-related equities to the Under Secretary of Defense for Intelligence and Security (USD(I&S)).

(3) Provides oversight of GFM actions specific to intelligence, surveillance, and reconnaissance (ISR).

d. DoD Office of General Counsel. Reviews orders in the SDOB.

2. Joint Staff

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

(1) Supports JS J-3, as lead in GFM allocation, in all aspects relating to joint task force (JTF) headquarters (HQ), NATO crisis establishments (CEs), joint manning documents (JMDs), and JIA.

(2) Establishes JIA policy and procedures that ensures JIA management conforms to guidance in this manual, reference (a), and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01G, "Joint Individual Augmentation Procedures," reference (i).

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

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

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

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

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

(8) Participates in the GFMBs.

b. Joint Staff Directorate for Intelligence, J-2

(1) Director, Defense Intelligence Agency. Director, Defense Intelligence Agency (DIA), through JS J-2:

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

(b) Coordinates intelligence requests for forces with the Joint Staff J-35.

(c) Supports the DoD and CCDRs by assisting the JFC and JFPs with developing and recommending globally optimized sourcing solutions for intelligence units and personnel capabilities, not including platform or sensor-based ISR and associated processing, exploitation, and dissemination (PED) capabilities. Director, DIA provides analysis of the intelligence gains and losses of JS J-32 generated sourcing recommendations for platform or sensor based ISR and its associated PED.

(d) Participates in the GFMBs.

(2) Deputy Directorate for Crisis and Current Operations, J-23

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

(b) Coordinates with DoD Agencies when developing intelligence unit and personnel sourcing recommendations.

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

(3) Deputy Directorate for Defense Collection Management, J-26

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

(b) Provide analysis of the intelligence gains and losses of JS J-32 generated sourcing recommendations for platform or sensor based ISR and its associated PED.

c. Joint Staff Directorate for Operations, J-3

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

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

(b) Coordinates with CCMDs, FPs, JS J-2, and combat support agencies (CSAs) to identify and recommend, via the JFC or a JFP, integrated global sourcing solutions for ISR and associated PED requirements.

(c) Assists JS J-35 with subject matter expertise to support validation of ISR force requirements.

(d) Participates in the GFMBs.

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

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

(a) Facilitates communication among the SecDef, Chairman, Secretaries of the Military Departments, Service Chiefs, and CCDRs by gathering required information and providing recommendations to enable senior DoD leadership to make informed decisions.

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

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

(d) In coordination with other Joint Staff directorates, solicits CCDRs' annual requirements.

(e) Translates SecDef allocation directives and decisions into orders.

(f) Validates and prioritizes CCDR force requirements.

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(g) Coordinates the Global Force Management Allocation Plan (GFMAP) and annexes with OSD and appropriate United States Government (USG) departments and agencies.

(h) Coordinates the briefing of all orders to SecDef for approval via the SDOB process.

(i) Briefs GFM allocation sourcing recommendations to SecDef for approval via the SDOB.

(j) Publishes the SecDef-approved sourcing solutions in the GFMAP, GFMAP Annexes, and subsequent modifications (MODs) on the Joint Staff J-35 Joint Operations Division–Global Force Management (JOD-GFM) Division Secret Internet Protocol Router Network (SIPRNET) page, reference (j).

(k) Staffs the GFMAP Annexes with the Joint Staff, OSD, Military Departments, and National Security Staff, as necessary; consolidates all contingency sourcing recommendations from JFPs and assesses sourcing feasibility for directed plans.

(l) Assists CCMDs with identifying preferred forces.

(m) Leads the preparation and execution of GFMBs.

(n) Serves as the JFC responsible to the Chairman for providing recommended sourcing solutions for all validated force, JIA, and DoD-EC requirements in coordination with the Military Departments, CCMDs, DoD Agencies, and JFPs. The JFC has the following duties:

1. Identifying contentious issues. Contentious issues are those that would result in a Joint Chiefs of Staff (JCS) member, CCDR, OSD Principal, or Agency Director nonconcurrence. At the direction of the CJCS, frame and provide options and recommendations to resolve contentious issues. Present contentious issues at the appropriate level (e.g., general officer or flag officer (GO/FO) secure video teleconference (SVTC), GFMB, OpsDepts, or JCS Tank), as required, to attempt resolution and properly frame issues for SecDef decision.

2. Providing sourcing shortfalls to CCDR force requirements to inform the Joint Staff J-8-led GFM assessments.

3. Overseeing the preparation, deployment, and redeployment of forces ordered in the GFMAP and attempting to resolve issues with ordered FPs and CCMDs.

4. Recommending changes to Department or Service policies to more effectively and efficiently employ the force.

5. Coordinating contingency sourcing with the JFPs, CCMDs, and FPs as the Chairman directs.

6. Compiling and providing the Deputy Assistant Secretary of Defense for Civilian Personnel Policy with the DoD-EC demand signal and the number of ordered requirements regarding DoD-EC force pool developments and revisions annually.

7. Assigning validated CCDR force requirements to appropriate JFPs to identify recommended sourcing solutions.

8. Assigning a Joint Priority Code to each validated force requirement. The JFC maintains the spreadsheet of Joint Priority Codes that correspond to the prioritized Intermediate Military Objectives on the Global Competition Framework (GCF)

9. Coordinating review of forces anticipated to be ready and available for employment (Service capacity) while still maintaining the Services' and JFPs' established readiness recovery plans.

10. Consolidating allocation sourcing recommendations from the JFPs.

11. Staffing GFMAP Annexes and MODs with all CCMDs, Services, and the affected DoD Agencies.

12. Performing tasks common to all JFPs as listed under paragraph 3. for all validated conventional force requirements (including conventional civil affairs (CA) and psychological operations (PSYOP) forces) and JIA requirements.

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

(3) Deputy Directorate for Nuclear and Homeland Defense Operations, J-36. Joint Staff J-36 provides subject matter expertise on MD and space to support Joint Staff J-35 with validation and allocation sourcing recommendations. The MD management process is outlined in CJCSI 3295.01B, "Roles and Responsibilities for Missile Defense," reference (k).

(4) Deputy Directorate for Special Operations and Counter Terrorism, J-37. The JS J-37 (DDSO/CT) provides subject matter expertise on special operations and counterterrorism to support Joint Staff J-35 with validation and allocation sourcing recommendations.

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

d. Joint Staff Directorate for Logistics, J-4

(1) Assists the JFC and JFPs with recommending sourcing solutions for logistics requirements.

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

(3) Participates in the GFMBs.

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

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

(2) Maintains the GCF.

(3) Coordinates with OUSD(P), the Military Departments, Services, and the CCMDs to assess CCMD force requirements, and ensures requirements are consistent with references (g), (l), (m), (n), and other current strategic guidance, bilateral agreements, and host-nation sensitivities.

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

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

(6) Presents SecDef-approved FY E3 consolidated strategic opportunities (CSOs) to the GFMB 3. The force requirements for approved CSOs are one of the inputs to the FY E2 Top-Down Allocation Guidance and included in the CCDRs' annual submissions.

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

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

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

(10) Participates in the GFMBs.

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

f. Joint Staff Directorate for Command, Control, Communications, and Computers (C4) and Cyber (J-6)

(1) Assists the JFC and JFPs with recommending sourcing solutions for C4 or cyberspace requirements.

(2) Participates in the GFMBs.

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

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

(1) Serves as the office of primary responsibility for the Forces For Unified Commands ("Forces For") Assignment Tables, directed readiness tables (DRT), and the quarterly apportionment tables.

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

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

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

(5) Coordinates threshold forces (THF), immediate response force (IRF) and contingency response force (CRF) force requirements with the JS J-35.

(6) Assesses impact of allocation recommendations on directed readiness; provides cost estimates for each MOD to the GFMAP by CCMD, Service, and cumulative costs of all MODs to each fiscal year GFMAP.

- (7) Assists the JS J-3 with GFMB planning, preparation, and execution.
- (8) Participates in the GFMBs.

3. Joint Force Providers

a. U.S. Special Operations Command (USSOCOM), U.S. Transportation Command (USTRANSCOM), U.S. Cyber Command (USCYBERCOM), and U.S. Space Command (USSPACECOM) are designated JFPs in reference (o). The term “designated JFP” used throughout this section indicates if the JFC or one of the JFPs are responsible for identifying and recommending global joint sourcing solutions.

b. USSOCOM, USTRANSCOM, USCYBERCOM, and USSPACECOM provide contingency sourcing solutions to the JFC for special operations, mobility, cyberspace, and space forces, respectively.

c. Responsibilities Common to all JFPs

(1) Identifying and recommending global joint sourcing solutions for validated requirements to the Chairman in coordination with the Services and other CCMDs and supervising implementation of sourcing decisions.

(2) Drafting the prescribed GFMAP Annex and publishing the corresponding JFP GFMAP Annex Schedule.

(3) Identifying contentious issues. Contentious issues are those that would result in a JCS member, CCDR, OSD Principal, or Agency Director nonconcurrence.

(4) At the direction of the CJCS, framing and providing options and recommendations to resolve contentious issues.

(5) Presenting contentious issues at the appropriate level (e.g., action officer (AO) SVTC, GO/FO SVTC, GFMB, OpsDeps, or JCS Tank), as required, to attempt resolution and properly frame issues for SecDef decision.

(6) Attempting to resolve issues with ordered FPs and CCMDs.

d. Commander, USSOCOM (CDRUSSOCOM) is the SOF JFP to include CA and PSYOP forces designated as SOF. USSOCOM drafts GFMAP Annex B (SOF) and publishes the JFP GFMAP Annex Schedule B.

e. Commander, USTRANSCOM (CDRUSTRANSCOM) is the mobility JFP. USTRANSCOM drafts GFMAP Annex C (mobility) and publishes the JFP GFMAP Annex Schedule C.

(1) Mobility forces are the personnel, equipment, and unique support required to execute C2, air fueling, aeromedical evacuation, and air and surface common user lift operations, including the capabilities required for port opening, deployment, redeployment, and distribution activity.

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

f. Commander, USCYBERCOM (CDRUSCYBERCOM) is the cyberspace operations JFP. USCYBERCOM drafts GFMAP Annex F (cyberspace) and publishes the JFP GFMAP Annex Schedule F.

g. Commander, USSPACECOM (CDRUSSPACECOM) is the space operations JFP. USCYBERCOM drafts GFMAP Annex G (space) and publishes the JFP GFMAP Annex Schedule G.

4. Combatant Commanders

a. Perform specified FP roles and responsibilities.

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

c. Provide a military risk assessment of the JFC and JFP sourcing recommendations to planning and executing operations in respective AORs, including operational, campaign and contingency plan risk-to-mission factors, and military risks if the force or JIA requirement cannot be met, as detailed in the allocation section of references (a) and reference (g).

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

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

f. Participate in the GFMBs.

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

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

i. Make available to the JFC and JFPs the tasking, readiness, availability, deployment, and redeployment information for assigned and allocated AC and activated RC forces.

j. Prior to re-missioning allocated forces between named operations, supported CCDRs must coordinate with the Joint Staff, the appropriate JFP, the appropriate Military Department, and OSD (including the Office of the ASD(SO/LIC)). If necessary, the supported CCDR obtains SecDef approval.

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

1. Participate in the Joint Staff J-35 Integrated Operations Division process to plan and execute Dynamic Force Employment (DFE) activities.

5. Military Departments, Service Chiefs, and Commandant of the United States Coast Guard

a. Perform specified FP roles and responsibilities.

b. Upon SecDef approval of the GFMAP annex and subsequent MODs, execute required MOB, demobilization (DEMOB), and reconstitution actions.

c. Participate in the GFMBs.

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

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

f. Participate in the Joint Staff J-35 Integrated Operations Division process to plan and execute DFE activities.

g. Comply with Global Force Management Data Initiative (GFM-DI) requirements, per reference (p) and support implementation of GFM-DI transition plans to ensure all force capability, readiness, availability, and employment data down to the lowest employable entity is available to OSD, the Joint Staff, CCMDs, Military Departments, and the Services.

6. Force Providers. This term is used to indicate the Military Departments, the Services, U.S. Coast Guard (USCG), CCMDs with assigned forces, DoD Agencies, and OSD organizations that, as directed, provide force sourcing solutions to meet CCDR force requirements. FPs provide coordinated global sourcing nominations as requested by the JFC and JFPs to fill validated CCDR requirements and provide FP risks to sourcing. Other roles and responsibilities include:

a. Preparing units to deploy and supporting DoD operations worldwide as directed in the GFMAP.

b. Providing contingency sourcing solutions to the JFC and JFPs for specified plan assessments and meeting strategic priority campaign and contingency plan force requirements, as directed.

c. Reporting any circumstances that would prevent a force or individual from meeting its ordered start date.

d. Monitoring and making available to the Joint Staff, CCMDs, JFPs, and their assigned Service components the following: force tracking, readiness, availability, deployment, redeployment, mobilization, and dwell information for assigned AC and RC, both mobilized and non-mobilized, forces.

e. Implementing procedures required to affect SecDef allocation decisions, including the use of the joint planning and execution process.

f. Using JOPES for TPFDD validation and deployment or redeployment execution of ordered forces.

g. Using FTNs and FTN line numbers or FMTS position numbers for requirement visibility of ALERTORDs, MOB orders, and DEPORDs. Use FTN and FTN line numbers or FMTS position numbers in appropriate scheduling or tracking tools to facilitate visibility of allocated forces' deployment and redeployment.

h. Supporting OUSD(P&R) in developing and maintaining the DoD-EC Force Pool, and coordinating with supported CCMDs to identify sourcing solutions for nominative and pre-coordinated DoD-EC requirements. The DoD-EC workforce includes all DoD civilians deployed to support expeditionary operations. The OSD-directed DoD-EC Force Pool applies only to non-programmed DoD-EC.

7. Commandant, United States Coast Guard. The USCG is a Military Service and one of the Armed Forces of the United States (title 14, U.S. Code, section 101). Interagency cooperation procedures between the DoD and the Department of Homeland Security (DHS) are detailed in memorandums of

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agreement (MOAs). The 2006 MOA (reference (q)) between DoD and DHS details DoD support to the USCG for maritime homeland security and the 2008 MOA (reference (r)) between DoD and DHS details USCG capabilities and resources supporting reference (n). USCG GFM allocation responsibilities include:

- a. Serving as a FP in GFM allocation to meet validated CCDR force requirements to support campaigns and operations.
- b. Preparing units to deploy and supporting DoD operations worldwide as directed in the GFMAP.
- c. Participating in the GFMBs.

8. Service Force Providers

- a. SFPs are commands designated by the Secretary of the Military Department or Service Chief to perform delegated roles and responsibilities of a FP and Service.
- b. U.S. Fleet Forces Command (USFFC) is the SecDef-designated GFM missile inventory manager for Tomahawk land-attack missiles (TLAM) and Standard Missile-3 (SM-3) missiles. USFFC selects storage locations to optimize allocation and directs missile loads for deploying ships and submarines.

9. National Guard Bureau

- a. Participates in the GFMBs.
- b. Provides nominations via the Service HQ or SFP for allocation decisions involving National Guard forces or individuals.

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

- a. Performing FP roles and responsibilities.
- b. Supporting coordination with OUSD(P&R) for the development and maintenance of the DoD-EC Force Pool.
- c. Providing operational risks for any JFC or JFP sourcing recommendation that would impact the Services' manning to the agency.
- d. CSAs are designated defense agencies and may participate in the GFMBs.

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ENCLOSURE B

GLOBAL FORCE MANAGEMENT

1. Introduction. This enclosure is an overview of the GFM allocation process and introduces the information technology (IT) systems that enable the allocation process. The SecDef specifies procedures for the integrated GFM processes of directed readiness, assignment, allocation, apportionment, and assessment in the GFMIG, reference (a). **The GFM processes themselves do not set priorities, but rather direct the use of joint forces in accordance with the priorities specified in strategic guidance and direction.**

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

(1) The Global Force Management Implementation Guidance, reference (a).

(2) The National Defense Strategy, reference (l).

(3) The National Military Strategy, reference (n).

(4) The Guidance for the Employment of the Force, reference (s).

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

(6) The JS J-5 consolidates the strategic guidance and direction on prioritization into the GCF (as directed in reference (t)) to inform the allocation process.

b. Directed Readiness. The directed readiness process allows the SecDef to balance risk by directing the expected readiness of specific types of forces, or force elements, for proactive and scalable operations while modernizing and preserving force availability in the event of a major contingency. The SecDef issues this direction to the department for budgetary, planning, and programming purposes. The annual order containing this SecDef direction is the DRTs. The DRT contains the SecDef direction to the DoD prescribing the capacity of forces required within specific availability windows to achieve strategic goals within a fiscal year. The DRT amplifies the guidance in reference (c) to prescribe the force size and shape, posture, and readiness to execute the strategy required by section title 10, U.S. Code, section 113(g)(1)(B)(v). The DRT also specifies the requirements for the IRF, CRF, and THF. The IRF EXORD, reference (u) implements IRF requirements and

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includes additional required IRF-enabling capabilities. The DRT also specifies the stressed force elements. The DRT is a baseline planning assumption for the ready and available force capacity. Reference (a) details the directed readiness process.

c. Assignment. Assignment is the C2 mechanism specified in title 10, U.S. Code, section 162 for the SecDef to direct the Secretaries of the Military Departments to distribute forces to the CCMDs and USELEMNORAD to accomplish directed missions. The SecDef 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 Unified Commands (Forces For) assignment tables. Service institutional forces are intended to perform the Service functions described in title 10, U.S. Code, sections 7013(b), 8013(b), and 9013(b). Operational forces not assigned to CCMDs are "Service-retained." Institutional forces and Service-retained forces remain assigned to the Secretary of the Military Department with an administrative control relationship with their Military Department or Service unless allocated. Reference (a) details the assignment process.

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

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

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

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

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

e. Allocation. Allocation is the SecDef's C2 mechanism specified in title 10, U.S.Code, section 162(a)(3) to temporarily adjust the global distribution of forces and capabilities among the CCMDs and USELEMNORAD. The SecDef may allocate any force or capability within the DoD regardless of current assignment or allocation. Allocation includes forces and JIAs, including DoD-EC. Per references (a) and (c), transferring forces to a CCMD from another CCMD, Service, or DoD agency requires SecDef direction. The SecDef decision to allocate a force directs the FP to transfer a force to the CCMD. The CCDR exercises a specified operational C2 relationship over an allocated force. Allocation is the process for the SecDef to transfer forces to CCMDs to execute directed missions. The allocation process directs joint forces according to priorities specified in strategic guidance and direction.

(1) Strategic Guidance. The annual allocation process begins with a review of strategic direction (including references (a), (l), (m), (n), (o), (s), and (w), relevant DoD issuances, memoranda, and CJCS directives) to identify the strategic priorities, constraints, and restraints.

(2) Top-Down Allocation Guidance. The allocation process begins with collaboration among the JS J-3, Services, and JFPs. The JFPs are, USSOCOM, USTRANSCOM, USCYBERCOM, and USSPACECOM. The JS J-35, in coordination with the Services and JFPs, develop a globally integrated, prioritized plan, called the Top-Down Allocation Guidance. It postures forces according to the SecDef's strategic priorities through assignment and allocation for the Chairman's approval. The JS J-3, Services, and JFPs use the DRT as the baseline assumption for the supply of ready and available quantity of forces and the force requirements from the highest priority campaign and contingency plans, CSO, THF, IRF, and CRF to establish the baseline demand to develop the Top-Down Allocation Guidance. 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 is designed to set expectations for planning on the amount 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. Appendix A to this enclosure details the Top-Down Allocation Guidance.

(3) Annual GFM PLANORD. The annual GFM PLANORD communicates the Top-Down Allocation Guidance, and provides the timelines, schedules, assumptions, constraints, restraints, and communicates new guidance and

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policy since this manual and reference (a) was published for all of the GFM processes. Specific to allocation, it directs the CCDRs to submit their force and JIA requirements in the FY E2 (see Table 1) annual submission.

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

Table 1. Fiscal Year Nomenclature

(4) Bottom up Refinement, Annual Submission and Requests for Forces. Informed by the Top-Down Allocation Guidance, the CCDRs develop and submit the force requirements to meet mission requirements that cannot be met with assigned forces. CCDRs submit force and JIA requirements for the entire fiscal year in the annual submission. The annual submission is essentially a consolidated RFF for all the forces required for an entire fiscal year. 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. Outside of the annual cycle, CCDRs may submit emergent requirements. Emergent allocation enables the SecDef 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 cancel force requirements using a redeployment order when the force is no longer needed. Enclosure C details the procedures for CCDRs to submit force and JIA requirements.

(5) Validation. The JS J-35 reviews all force requirements submitted in the annual submission and subsequent RFFs in the emergent process against SecDef-approved validation criteria specified in reference (a). Requirements that meet the validation criteria are validated, or approved for staffing. The ability to source a requirement is intentionally not a validation criteria and is assessed by the JFC and JFPs, collaboratively with the Services and other FPs during the sourcing process. The JS J-35 assigns each validated requirement the appropriate strategic priority from the GCF and forwards it to the JFC to develop sourcing options and a recommendation. Reference (t) contains

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background on the GCF. JS J-1 conducts the same validation process for JMDs and JIA requirements. Enclosure D details the JS validation procedure.

(6) Force Sourcing. The JFC and JFPs, in collaboration with the Services and other FPs, develop sourcing options 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. Sourcing risks must consider operational and FP risks, to include, opportunity costs, current operations, campaign and contingency plans, potential future contingencies, modernization, readiness, divestments, availability, and impacts on the health of the force. References (a) and (g) contain detailed discussions of risk. The JS presents sourcing recommendations, with risks, to the Chairman. The Chairman is required to present sourcing recommendations to the SecDef per title 10, U.S.Code, sections 153(a)(3) and 163(b)(2). The Chairman per title 10, U.S.Code, section 151, is required to represent differing opinions of the JCS and CCDRs. This statute also requires the Chairman to consult with the JCS and CCDRs when developing recommendations and 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. Enclosure E details the procedures for developing globally integrated, prioritized, risk and resource informed sourcing recommendations.

(7) After validation, the JFC sorts the requirements into conventional, SOF, mobility, cyberspace, and space. The JFC sends the validated SOF, mobility, cyberspace, and space requirements to the appropriate JFP with direction to develop sourcing recommendations. The JFC develops sourcing recommendations for conventional requirements. The JS J-32 assists the JFC with developing sourcing recommendations for ISR requirements.

(a) The JFC requests sourcing solutions from the Services and their designated Service force providers (SFPs). The JFC may also request sourcing solutions from DoD Agencies for their capabilities. JFPs 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 JFP 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 capability. For nominations recommending

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forces assigned to a CCDR, the FP nomination includes the operational risks to the mission(s) as communicated by the CCDR's service component.

(b) The JFC and JFPs consider the FP nominations, and with advice from subject matter experts (SME) in all warfare areas, develop globally integrated, prioritized, risk and resource informed sourcing options and recommendations for Chairman. The JFC develops sourcing recommendations for validated conventional force requirements.

(c) The JFC then develops the GFMAP base order message and Annexes A, D, and E. JFPs submit their sourcing recommendations to the JFC in the form of a draft GFMAP Annexes B, C, F, and G. The JFC consolidates the JFP's sourcing recommendations, staffs them with all CCMDs, Services and affected DoD Agencies. Contentious issues are addressed at the AO then GO/FO or senior executive service (SES) level in a series of meetings. These meetings ensure issues are properly framed for SecDef decision. The JFC forwards the draft GFMAP and MODs to JS J-35 to include in the SDOB process.

(8) Secretary of Defense Orders Book. The JS J-3 uses the SDOB to obtain approval of all proposed orders requiring SecDef decision. The SDOB includes all deployment and PTDO promulgated in the GFMAP and its MODs as well as EXORDs, ALERTORDs, NATO force preparation (FORCEPREP), reserve component mobilization orders, and changes to cyberspace forces mission assignment process (CFMAP). JS J-35 routes the allocation sourcing recommendations in the form of a briefing via the SDOB for Chairman's endorsement and SecDef decision. The JS J-35 prepares, staffs, and briefs all draft orders through the JS directorates, OSD leadership, and the Chairman to the SecDef for decision. Each force or JIA request culminates in a SecDef decision to either source, partially source, or not source a requirement, which is called, "close without sourcing." The SDOB is normally scheduled every three weeks; however, a special SDOB may be held whenever circumstances dictate. Enclosure F details the SDOB process. The JS J-3 presents the GFMAP base order for SecDef approval no later than February to support predictability for budget inputs, alert and mobilization orders, and maintenance and training schedules.

(9) Global Force Management Allocation Plan. The GFMAP is a message with multiple annexes. GFMAP Annexes communicate SecDef decisions that direct a FP to allocate a force or individual to the requesting CCDR or closes the requirement without sourcing. When the SecDef directs a FP to allocate a force, the GFMAP Annex specifies the command relationship (e.g., OPCON or tactical control (TACON)) the CCDR assumes over the force as

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well as the duration, authorized missions, location, and other instructions. Upon SecDef approval, JS J-35 publishes the GFMAP on reference (j).

(10) FPs implement SecDef orders in the GFMAP annexes and JFP annex schedules by issuing DEPORDs, 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 JFC and JFPs monitor the FPs' progress in meeting the GFMAP orders. Enclosure H articulates deployment guidance and defines the procedures for adjustments to requirements, orders, and deployments.

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

- a. The major subordinate command deployed in a CCMD or named operation in need of a capability usually “defines” the requirement. The CCMD may define force requirements.
- b. The JTF or component command staff “reviews” each force requirement.
- c. The JTF commander (CDR), or component CDR, “endorses” each force requirement.
- d. The CCDR or designated representative (e.g., J-3) “approves” the force requirement and assigns a request for forces identification (RFFID).
- e. The JS “validates” the requirement by evaluating it against the SecDef directed validation criteria.
- f. The JFC “assigns” a JFP to develop recommended sourcing solutions.
- g. The JFC or assigned JFP enters a “force request” tasking the appropriate Service(s), JFP Service component(s), SFP, or other FP to submit a FP nomination.
- h. FPs “nominate” the best available sourcing solution from their forces.
- i. The JFC and JFPs “recommend” a sourcing solution.
- j. The SecDef “orders” the sourcing solution in the SDOB and the JS communicates the SecDef decision in the GFMAP.
- k. The CCDR “issues” C2 language to establish the CCMDs operational chain of command via DEPORDs.

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

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

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

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

(3) The JCRM FP module enables the JFC and JFPs to request and receive FP sourcing nominations and create sourcing recommendations to generate GFMAP Annexes A, B, C, F, and G for SecDef approval. This module also enables JFPs and CCDRs to generate JFP GFMAP Annex Schedules and CCDR DEPORDs, respectively.

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

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

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

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

d. Enterprise Task Management Software Solution. Enterprise Task Management Software Solution (ETMS2), is the JS online tool for the JS to task, develop, coordinate, approve, distribute, manage, and archive JS actions. ETMS2 enables JS action processing that is detailed in CJCSI 5711.01D, "Action Processing Policies and Procedures," reference (z). ETMS2 is the program for managing staffing actions to support the Chairman and meets DoD records management requirements.

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

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

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

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(a) Force requirements are listed in a TPFDD as a series of force requirement numbers (FRNs). After a unit identification code (UIC) is entered, a FRN becomes a ULN. Depending on the stage in the planning process, UICs may identify preferred forces, contingency sourced forces, or execution sourced forces. Reference (aa), provides detailed guidance for completing FRN or ULN data fields.

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

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

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

h. Joint Training Information Management System. The Joint Training Information Management System (JTIMS) provides the capability to define force requirements for exercises. The supported CCMD enters the force requirements to conduct the exercise into JTIMS. JTIMS reflects assigned and currently allocated forces that support an exercise. It also specifies additional forces and capabilities, not assigned or allocated that are required to support the exercise (exercise demand). JTIMS assigns a unique FTN to each exercise force requirement. The JSSC manually exports sourced exercise requirements to JCRM for exercise demand visibility. The Joint Training Tool is being developed to replace JTIMS. References (cc) and (dd) govern JTIMS use.

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

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

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

(3) Geospatial display of force element CRAE data.

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

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

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Enclosure B

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APPENDIX A TO ENCLOSURE B

TOP-DOWN ALLOCATION GUIDANCE WITH BOTTOM-UP REFINEMENT

1. Top-Down Allocation Guidance

a. Purpose. The Chairman's Top-Down Allocation Guidance is a plan to align the joint force against the strategic priorities. The Top-Down Allocation Guidance sets expectations on how the joint force will be distributed to CCMDs through assignment, allocation, or ordered to a PTDO status in FY E3 (see Table 1) based on the strategic priorities.

b. Strategic Guidance. The JS begins the annual allocation process with a review of strategic guidance to identify strategic priorities, constraints, and restraints. Strategic guidance includes references (a), (l), (m), (n), (o), integrated base plans, global campaign plans (GCPs), as well as relevant DoD issuances and memoranda, and relevant CJCS directives. Reference (l) directs the department's approach to advancing strategic priorities is integrated deterrence. Integrated deterrence is enabled by combat-credible forces postured to fight and win, as needed. Reference (l) also directs campaigning for conducting and sequencing of logically linked military initiatives aimed at advancing well-defined strategy-aligned priorities over time.

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

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

e. Although Top-Down Allocation Guidance does not specify every type of force, or force element, the logic behind the distribution of each of the specified force element is explained. That logic should be extrapolated for force elements

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not included in the Top-Down Allocation Guidance. The types of forces, or force elements, addressed in the Top-Down Allocation Guidance are the major combat forces identified as vital to executing the priority global campaign and contingency plans. It may also contain force elements that are historically contentious.

f. The JS J-35, in coordination with the JS J-8 Forces Division, the Services, and JFPs, assess the force structure and campaign plans to determine the types of forces to include in the next year's Top-Down Allocation Guidance.

2. Bottom up Refinement

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

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

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

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ENCLOSURE C

COMBATANT COMMANDER REQUIREMENTS

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

2. Global Force Demand. To distribute a limited number of forces among the competing CCDR demands, the SecDef, OSD, the Chairman, JS, JFC, FPs, CCDRs, and the JFPs must understand the global demand on the force. A thorough understanding of the global demand on the force is essential to articulate the risks to allocate or not allocate forces.

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

(1) Assigned Force Demand. Secretaries of the Military Departments assign forces to CCMDs and USELEMNORAD per the SecDef's direction in the "Forces For" Assignment Tables. CCDRs employ their assigned forces to accomplish authorized missions. Assigned force demand (AFD) is an integral part of operational force demand and is necessary to determine risk. CCDRs must enter the requirements for their assigned forces in JCRM. The SecDef does not allocate these forces back to the CCDR who has them assigned.

(a) Most EXORDs direct all CCMDs and Services to support the supported commander for that mission or operation. Per reference (v) a CCDR may direct assigned and allocated forces to support another CCDR. Support does not involve transferring, or allocating forces, and does not require SecDef approval, except for offensive and defensive cyberspace support from USCYBERCOM as specified in references (a) and (gg) and amplified in paragraph 11. Requests for support from other CCMD or Service are normally handled outside the GFM allocation process.

(b) Some CCDRs perform their directed missions and responsibilities by employing their assigned forces in support of other CCDRs. USTRANSCOM, USCYBERCOM, and USSPACECOM use the support model to employ assigned forces. The SecDef may allocate their assigned forces to another CCMD, but these CCDRs usually employ assigned forces to perform authorized missions in support other CCMDs through doctrinal support

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relationships explained in reference (v). Paragraph 11. contains amplifying procedures.

(2) Service Institutional Demand. Service responsibilities addressed in title 10, U.S. Code, sections 167, 167b, 7013, 8013, 9013, and 9081 include recruiting, organizing, training, and equipping the force. To accomplish these responsibilities, Services, USSOCOM, and USCYBERCOM require resources and units organized toward these institutional missions.

(a) Services' capture their institutional demand and associated risk in meeting such demand. Service risks inform allocation decisions and are communicated in the Service risk statements that accompany the FP nominations and the JFC and JFP sourcing recommendations.

(b) Services may enter their institutional and other force demand as force requirements in JCRM for visibility. However, these institutional force requirements are not JS validated, do not require SecDef approval to source, and are not ordered in a GFMAP annex.

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

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

(b) Only positions categorized as JIAs and unit fills that cannot be met with the CCDRs assigned forces are forwarded to the SecDef for an allocation decision. The positions designated as JIAs are recorded as a unique demand signal.

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

b. Department of Defense Expeditionary Civilians. Reference (hh) details the process to request and source DoD civilians via the allocation process.

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DoD-EC requirements may be included as JIA demand in JMDs or in operational force requests. Requests for DoD-EC should leverage programmed civilians wherever possible. Programmed DoD-EC are part of a structured Service or combat support agency unit, capability, or program. Requests for non-programmed DoD-EC should be limited to SME.

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

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

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

c. Exercise Demand. Exercise force demand encompasses requirements for CJCS-directed and CCDR high-priority exercises. CCDRs submit exercise force requests in JTIMS per references (cc) and (dd). An exercise force request is for units or capabilities that cannot be sourced from within the requesting organization to participate in an exercise. The request is generated because the unit or capability is either not resident in existing assigned or allocated forces or the unit or capability is not available due to current operational commitments. Exercise force requirements are entered in JTIMS and sent to the JFC or JFP for sourcing. The JFC or JFPs review force requests for accuracy, clarity, and appropriateness (e.g., legality or within statutory limitations). After JFC or JFP review, requests are forwarded to Service HQs and SFPs, if designated, to determine feasibility of support (FOS).

(1) Exercise Sourcing Priority. Exercise sourcing is normally a lower priority than operational force demands. Forces sourced for exercises in JTIMS may be reallocated to higher priority operational force requirements. Exercise forces deploy under TACON for participation in (or direct support (DS) of a CCDR's joint exercise.

(2) Assigned or Allocated Force Exercise Demand. CCMDs enter exercise force requirements into JTIMS and enter the assigned or currently

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allocated forces that source the exercise requirements. Exercise requirements beyond those sourced by the CCMD may be sourced by other FPs. CDR exercise force requirements, sourced in JTIMS, are assigned an FTN. The JSSC periodically exports JTIMS data of sourced exercise force requirements to JCRM to provide visibility of sourced exercise demand.

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

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

(2) CCMDs may not use the allocation process as a demand signal in support of planning for SecDef-directed contingency or campaign plans that require long-term programmatic decision-making. If sufficient Service capacity exists, CDRs should seek assignment of forces for enduring requirements that support global campaign objectives. This does not preclude the CDR from seeking allocation until assignment is realized.

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

3. Operational Force Requirements (Annual and Emergent)

a. CDRs attempt to source requirements with their assigned and currently allocated forces before requesting allocation of additional forces. CDRs should exhaust leveraging outside organizations, such as allies and partner nation (PN) forces or contracted capabilities prior to requesting additional forces.

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

c. CCMDs must enter force requirements in JCRM. Enclosure I details instructions for each JCRM data field.

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

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

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

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

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

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

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

(1) CCMDs must review pre-existing nonstandard requirements and determine if they are still valid and if they can be updated to standard unit configurations.

(2) When a nonstandard force is necessary, the force request must specify the required capabilities, mission, and tasks in mission-essential task list (METL) terms. A nonstandard force request must also specify the requesting CCDR's force composition assessment by position in the

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nonstandard spreadsheet. Enclosure I details the requirements for nonstandard spreadsheets in JCRM force requests.

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

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

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

(2) Concept of operations (CONOPS).

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

(4) Military occupational specialty (MOS) used by United States Army (USA) and United States Marine Corps (USMC), Navy enlisted classification (NEC) or Officer Designator Code used by United States Navy (USN), Air Force specialty code (AFSC) used by United States Air Force (USAF) and United States Space Force (USSF) or other Service specialty code equivalent.

(5) Grade skill level.

(6) Personnel security clearance requirements.

(7) Required training by position.

(8) Organizational requirements.

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

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

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

i. JOPES Data Entry. Supported CCMDs must enter the FRN and data into the appropriate TPFDD per reference (aa) no later than when the requirement is JS validated to facilitate the FPs' ability to develop sourcing nominations.

j. Following JS validation, JS J-35 assigns validated requirements to the appropriate JFC or JFP to develop sourcing recommendations. Supported CCMDs respond to RFIs and provide the operational risks to mission of not sourcing or partially sourcing a request.

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

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

m. A geographic force lay-down in a PowerPoint presentation to JS J-35, the JFC, and JFPs, via e-mail that includes the following:

(1) Operational requirements by joint requirement code (JRC), submitted via JCRM.

(2) JTF JMD JIA requirements submitted via FMTS.

(3) SecDef-approved FY E2 CSOs and associated FTNs (documenting both AFD and force allocation requirements) for each CSO.

(4) Security cooperation activities. Document the system used to request the force (FMTS, JCRM, etc.).

(5) Requested changes to the cyberspace forces mission alignment (CFMA) and requests for DS of cyberspace protection forces (CPF) units per reference (gg).

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n. A CONOPS for each new operation and requirement to JS J-35, the JFC, and JFPs. CCMDs must attach a CONOPS to the JCRM entry for all new force requirements. The CONOPS focuses on the requested capability and its intended mission, purpose, and tasks in the operation. CONOPS for rotational requirements must have an attached CONOPS reviewed and endorsed by an O-6 within 12 months of submission and reflect the current situation. The CONOPS must include the following:

- (1) Description of the operational environment.
- (2) Enemy or adversary situation.
- (3) Friendly or allied situation.
- (4) Geopolitical and other factors.
- (5) Assumptions and operational risk.
- (6) Operational constraints.
- (7) Forces or capabilities requirements description.
- (8) Deployment timelines and sequencing priorities.
- (9) Mission.
- (10) Intent and desired reference (l) directed objective.
- (11) Scheme of maneuver.
- (12) Operational timeline.
- (13) Command relationships.
- (14) If the pre-existing rotational requirement has been previously sourced, the CONOPS includes an assessment of progress in achieving the stated objective.
- (15) Risks of not sourcing.

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

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

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- (2) Significant FY E2 changes from FY E1 (see Table 1) force requirements.
- (3) New FY E2 force requirements summary and the SecDef authority justifying the requirements (e.g., EXORD or other document transmitting SecDef authorization to conduct the military activity).
- (4) SecDef-approved FY E2 CSOs and the FTNs (both AFD and force requirements for allocation) for each CSO.
- (5) Planning assumptions used to develop FY E2 requirements.
- (6) Theater political, religious, and ally or partner events or dates that might trigger significant changes to projected force requirements.
- (7) Key decision points that might affect the requested force structure in the AOR.
- (8) A description of the process used to revalidate enduring FY E1 requirements.
- (9) Bases and facilities required to support the force.
- (10) Identification of ally or PNs that plan to change force structure during FY E2 and FY E3.
- (11) Aerial port of debarkation and seaport of debarkation throughput constraints.
- (12) Joint reception, staging, onward movement, integration (JRSOI), and redeployment or retrograde timelines and issues specific to each CCDR combined joint operations area.
- (13) An assessment of assigned assets or forces required to achieve CCDR priority TSC events or activities.
- (14) All force increases and reductions by FTN or FMTS number from the previous fiscal year.
- (15) Projections of force requirements for FY E3 and FY E4.
- (16) Risk to campaigns, operations, and future contingencies. Use the risk framework and military risk matrix prescribed in reference (g) and discussed in reference (a).

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p. JCRM, FMTS, and JTIMS data entries

(1) To capture operational demand, CCDRs register each operational force and JIA requirement (including AFD) in JCRM and FMTS, respectively. Enclosure I and reference (i) contain detailed instructions for JCRM and FMTS data entries, respectively. In accordance with reference (gg), CCMDs also submit requests for DS of CPF via JCRM. Exercise force requests are submitted in JTIMS per references (cc) and (dd).

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

(3) The supported CCDR is responsible for reviewing and approving JIA positions annually per the annual GFM PLANORD, reference (d), timeline. Requirements in FMTS must be prior to or in an “active” and “approved” status with an effective date in the affected fiscal year. Sourcing solutions are developed according to timelines specified in the annual GFM PLANORD.

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

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

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5. Annual Timeline and Planning Order

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

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

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

a. Request for Forces Message Addressees. RFF messages are addressed to the SecDef, Chairman, JS J-3, JFC, JFPs, Secretaries of the Military Departments, Service HQs, SFPs, and FPs. All other CCDRs and JFP Service components are information addressees.

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

c. If a new requirement endures to the next fiscal year, the RFF must contain the emergent FTN for the requested start date fiscal year; as well as

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rotational FTNs for subsequent fiscal years up to and including the last annual submission as shown in Figure 1. New and subsequent rotational FTNs are submitted in JCRM with the same RFFID.

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

e. RFF messages do not request exercise or JIA requirements

(1) Forces to participate in exercises are requested via JTIMS according to procedures prescribed in paragraph 10. However, per references (a) and (u), additional forces for exercises designated DFE activities may be requested as an emergent force request via an RFF if not already sourced via the exercise force sourcing process.

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

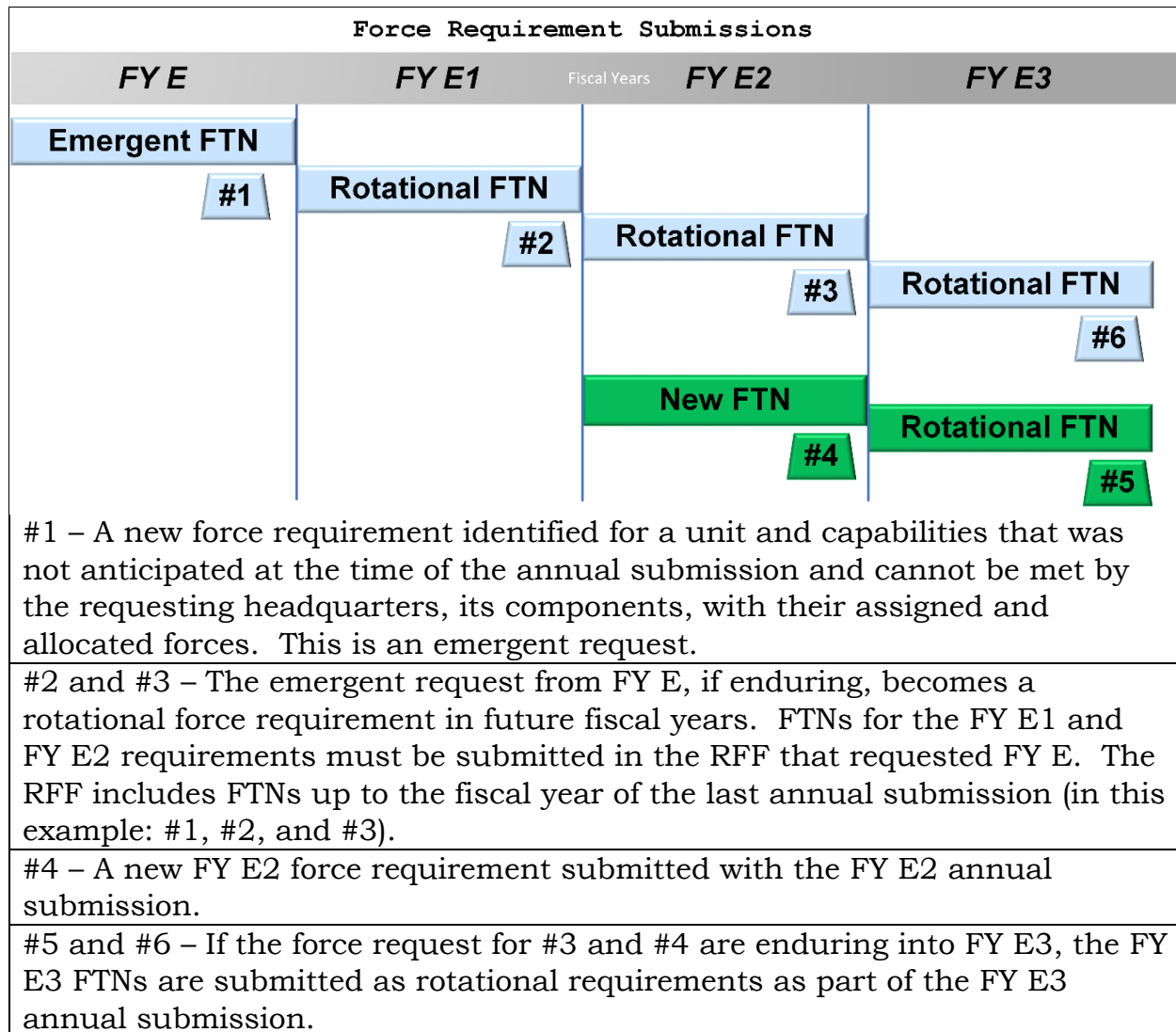


Figure 1. Force Requirements Submissions

f. CCMDs submit requests for direct support (RFDS) for defensive cyber support per paragraph 11.g. and reference (gg).

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

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(1) Routine RFFs. Routine RFFs are submitted early enough to facilitate sourcing through the normal staffing and SDOB timelines. See reference (e).

(2) Urgent RFFs. Urgent RFFs are for missions that could have significant or high risk of failure without the capability provided by the requested start date. The CCDR places a high priority on these requests with the understanding they take precedence over all other sourcing efforts except immediate requests, including normal rotation of forces. See reference (e).

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

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

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

(3) Immediate RFFs. Immediate RFFs have the highest precedence over other sourcing efforts. See reference (e).

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

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

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

(d) The JS may seek SecDef approval of sourcing solutions for immediate RFF via voice orders of the commanding officer (VOCO).

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Enclosure C

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

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

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

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

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

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

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

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

8. Requirement for New Joint Task Force and New Joint Manning Documents. CCMDs submit new JTF HQ JMDs using the same process as emergent change requests. The JS J-1 reviews new JMDs against the validation criteria and presents the new JMD to an OpsDeps or GFMB. The OpsDeps or GFMB validates and prioritizes the new JMD. Unsourced JIA positions from validated and prioritized JMDs are forwarded to the JFC to identify recommended JIA sourcing solutions.

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

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permanent organizations during high operational tempo. The optimal sourcing method for a JMD is a core unit around which to build the JTF HQ. RFFs are submitted for enabling units that provide capabilities not resident in the core unit. JIAs support the JTF HQ with skills not resident in the core unit or enabling units.

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

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

(2) Supported CCDRs submit requests for unfilled JMD positions for JIA sourcing to the JS J-1 and JS J-35. Requests must include recommended prioritization (per references (l) and (m)), numeric ranking priority, and estimated duration. The position duration is entered in the JMD remarks.

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

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

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

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

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

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9. Requests for Assistance

a. Other USG agencies and departments may submit RFAs seeking DoD support. RFAs are normally received by the DoD Executive Secretary, approved by the SecDef or the SecDef's designee, and coordinated with the JS, affected CCDR, JFC, and JFPs.

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

c. Emergent requirements from the Federal Emergency Management Agency are received and forwarded to the JS by the supporting CCDR, normally Commander, United States Northern Command (CDRUSNORTHCOM) or Commander, United States Indo-Pacific Command. Normally, they are approved by the Assistant Secretary of Defense for Homeland Defense and Global Security. The SecDef may withhold this approval authority. Once approved, the supporting CCDR details the forces required to support the request as FTNs in JCRM.

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

10. Exercise Force Requirements. The primary purpose of an exercise is to train and improve readiness for operational effectiveness. An exercise may also support a CCDR's joint exercise program or further campaign plan objectives. Military Departments source force requirements and deploy forces for exercises under title 10, U.S. Code, sections 7013, 8013, and 9013 authorities to train forces. USSOCOM and USCYBERCOM have authority to deploy forces to participate in exercises under their joint force trainer responsibilities specified in reference (o) and title 10, U.S. Code, sections 167 and 167b, respectively. Forces for exercises are normally sourced and deployed by the Military Departments or joint force trainers and do not require a SecDef decision to allocate under title 10, U.S. Code, section 162.

a. Exercise Force Sourcing is not Allocation. Direction to source exercise force requirements identified in JTIMS are not included in the GFMAP, GFMAP Annexes, or JFP GFMAP Annex Schedules because they are not allocated by the SecDef. The JS does not validate CCDR exercise force requirements per the SecDef-directed JS validation criteria in the allocation section of reference (a). However, to understand impacts of sourcing exercise force demand on the joint force, it is vital to capture exercise force demand accurately in JTIMS.

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b. Procedure for Submitting Exercise Force Requests. CCDRs submit exercise force requests to the JFC, Services, and JFPs via JTIMS. Exercise force requests are either standard or emergent requests based on the amount of time before an exercise start date. CCDRs do not request forces for exercises with an RFF. Exercise force requests entered in other systems such as the Army Training Information Management System (ARTIMS) must be entered in JTIMS for exercise force sourcing. CCDRs annotate the requirements that they can source with assigned or allocated forces. Exercise requirements that remain shortfalls are forwarded in JTIMS to the JFC, JFPs, and FP. The JFC and JFPs reviews CCDR exercise force requirements in JTIMS to ensure they are complete and meet the requirements of references (cc) and (dd). Following the review for completeness, the JFC forwards exercise requirements for conventional forces to the appropriate Service HQ or SFP.

(1) Standard Exercise Requests. Standard or annual exercise requests (reference (dd)) are requests developed outside of six months of the event and are normally one to three years in advance of the event.

(2) Emergent Exercise Requests. In accordance with reference (dd), emergent joint exercise force requests developed within six months of event execution must be submitted in JTIMS in conjunction with a GO/FO letter of lateness, as required by reference (dd). Due to the limited time to source emergent requests, the JFC, Services, and JFPs source exercise requests competitively at time of receipt with the understanding that there might not be the capability of adhering to reference (l) or higher priorities.

(3) Messages sent for emergent requests are essential to timely sourcing and address the following:

- (a) Situation generating emergent requirement.
- (b) Specific force requirement description.
- (c) Prioritization (if multiple requirements).
- (d) Risks of not sourcing.

c. Guidelines for Joint Exercise Force Requests

(1) Limitations to operational tasking of exercise forces.

(a) Operational Tasking. In accordance with reference (a), requested exercise forces are not intended for operational tasking and must not be requested for roles requiring lethal weapons system employment under conditions other than collective joint training.

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(b) Reserve Component Sourcing. To allow the JFC with the Services (and SFP, if delegated) and the JFPs, with their Service components, to develop a FOS for anticipated RC forces, CCDRs apply the following guidance:

1. Requests for anticipated RC sourcing solutions are submitted as far in advance as possible to allow integration with long-range training programs and include a discussion on funding available to support sourcing by RC forces.

2. Supported commands requesting joint exercise force via JTIMS should select only a JFP subordinate component to allow sourcing solution development from AC or RC forces. To allow the FP to determine the best solution, it is not recommended to select source as guard or reserve.

3. Supported commands annotate desires for RC sourcing in the requirements field for unit requests and in the remarks field for joint exercise SME requests.

4. Supported commands annotate force requests processing in ARTIMS-remarks section. Additionally, informal coordination occurs with the NGB, Army Reserve, Navy Reserve, Air Force Reserve, Marine Reserve, or Coast Guard Reserve, as appropriate.

(c) Exercise Control. CCMDs may use assigned and allocated forces for exercise control. CCMDs coordinate for additional exercise control via JS J-7, other CCMDs, Service directed protocol, or JTIMS.

1. Requests for individuals and systems for joint exercise control group simulation support is coordinated directly with JS J-7 or the applicable Service and not requested in JTIMS.

2. CCMDs requesting forces for exercise control (e.g., headquarters or other C2 elements) request them via JTIMS.

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

(2) Submission Timeline Impact on Sourcing. Lead times specified for standard requests allow adequate time for the JFC, JFPs, and FPs to develop exercise force sourcing solutions integrated into ongoing operational force generation. Shorter lead times significantly degrade the Service's or JFP's ability to develop sourcing solutions and decrease the likelihood to support a

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CCDR's exercise force request. Short lead-time exercise requests restrict Service and JFP access to RC solutions.

(3) Requesting Exercise SMEs. SMEs are requested in JTIMS, with request data submitted per reference (i). Unlike force requests, exercise SME requests support CCDR exercise requests for high demand or low-density individuals or small groups below unit level. Exercise SMEs do not provide large-scale personnel augmentation to joint HQ.

(4) Global Sourcing Exercise Forces. Support for CCDR exercise force requests is distinct from operational sourcing. JFPs have authority to source exercises only from the requesting CCDR's assigned forces per reference (a). However, when practical, the Services and JFPs may propose other sourcing solutions. Exercise participation by forces, other than those assigned to the CCDR, must be coordinated with the CCDR to whom the unit is assigned or with the Service if the unit is unassigned or Service-retained.

(5) Joint Operations Planning and Execution System

(a) In accordance with reference (aa), actions taken in JTIMS are followed by appropriate actions to document the deployment and movement plan in JOPEs IT to ensure transportation requirements are met.

(b) JSSC manually exports sourced exercise requirements from JTIMS to JCRM to provide visibility of sourced exercise demand. There is no direct JTIMS to JOPEs IT connection.

(c) CCMDs must build TPFDDs in JOPEs IT for the requested exercise forces. FPs document execution sourcing of force requirements and refine deployment and movement planning in JOPEs IT. Exercise TPFDD deployment requirements are supported by the joint exercise transportation program or other appropriate funding. Supported CCMD Service components release a Newsgroup message to the appropriate supporting component or Military Department, and send an information copy to the supported CCMD, to request sourcing and verify requirements in JOPEs IT.

d. Annual Battle Rhythm Events

(1) CCMD Exercise Scheduling Conferences. CCMDs and their subordinate components conduct exercise scheduling conferences between August and December. They enable CCDR exercise force requirements development for the FY E1 and entry in JTIMS for review by the JFC and JFPs.

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(2) JTIMS User Working Group. The JS J-7 hosts the JTIMS User Group Conference in February and August. The JS J-35 conducts a sourcing working group breakout with the CCMDs, Services and JFPs.

(3) Joint Training Synchronization Conference. This annual joint training synchronization conference (JTSC) is conducted in a classified environment each August. JS J-7 sponsors the event to address issues affecting the joint exercise enterprise.

(4) Fiscal year timelines for exercise forces planning and coordination are listed in Table 2.

August to December	Supported CCDRs conduct exercise scheduling conferences and submit JTIMS force requests.
December to January	Services review JTIMS force requests for subsequent fiscal year and identify scheduling conflicts and force shortfalls.
February	The JS J-7 hosts the JTIMS User Group Conference. The JS J-35 conducts a sourcing working group breakout with the CCMDs, Services and JFPs.
August	The JS J-7 hosts the JTIMS User Group Conference followed by the JTSC. The JS J-35 conducts a sourcing working group breakout with the CCMDs, Services and JFPs.

Table 2. Annual Battle Rhythm Events

11. Amplifying Instructions

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

b. Requirements for Immediate Response Force. The JFC submits the IRF requirements from the DRT and the IRF-enabling force requirements specified in reference (u) in JCRM. Reference (u) provides additional guidance on requesting IRF capabilities.

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c. Force Requirements for Dynamic Force Employment Activities. When planning for a DFE activity, CCMDs are expected to use assigned, currently allocated, or forces sourced via the exercise sourcing process and identified in JTIMS. DFE activity proposals moving forward for SecDef approval may require forces not already assigned, allocated, or sourced through the exercise sourcing process. If additional allocated forces are required, the intent is to recommend sourcing additional forces in the same SDOB when the DFE activity is submitted for approval. RFFs to participate in DFE activities should be submitted with enough lead-time to facilitate informing the SecDef of all the requirements to execute the DFE activity. Reference (u) provides additional guidance for DFE activities.

(1) CCMDs may need to request to re-mission allocated forces per Enclosure H.

(2) CCMDs should use exercise sourcing process for forces to participate in exercises designated DFE activities before requesting forces via the allocation process. Exercises that become designated DFE activities may already have forces identified in JTIMS and ordered to participate under Service orders by the Secretary of the Military Department's statutory authority to deploy forces for training. An RFF is not required if exercise forces are sourced via the exercise sourcing process.

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

(1) The USNMR translates force requirements into the U.S. GFM allocation process. The USNMR coordinates with the CCDR to submit annual and emergent requirements to the JS requesting allocation of forces to NATO. The CCDR and the USNMR must coordinate to avoid duplicating force requirements for forces supporting or executing NATO operations in a CCMD's AOR. The CCDR may submit the operational demand signal through the GFM allocation process vice the USNMR. Direct liaison is authorized (DIRLAUTH) between the USNMR and CCDRs to coordinate requirements and avoid duplication.

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

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

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

(c) Sourcing solutions for the NATO force requirements are identified by the JFC, and JFPs, ordered in the GFMAP Annexes via SDOB per Enclosure E, Enclosure F, and Enclosure G.

(d) For NATO PTDO requirements, the NATO Plan or Directive may substitute for the CONOPS.

(3) The JS J-35 generates and staffs a FORCEPREP message. The FORCEPREP message is the authority for USNMR to notify NATO of the U.S. forces applied to the requirement. The FORCEPREP message identifies FPs by CJSOR or FEL number. JS J-35 routes the FORCEPREP message for SecDef approval via the SDOB concurrently with the GFMAP Annexes ordering the FPs to transfer the forces.

(4) NATO develops a CE request for temporary HQ requirements during contingency operations. The appropriate CCDR and USNMR coordinate to translate the U.S. portion of the CE request in a JMD via FMTS and thus, the U.S. GFM allocation process. The requirements in the CE are labeled with a NATO post number that are entered in FMTS such that the position number can be cross-referenced with the NATO post number. JIAs are ordered in the GFMAP Annex D and included in a FORCEPREP message.

(5) For forces in support of NATO exercises (e.g., short-term exercise OPCON), the CCMD or Service will enter the requirement in JTIMS. The USNMR will provide liaison between SHAPE and the CCMD or Service to facilitate this process.

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

(1) Security Cooperation. SOF executing security cooperation activities defined in title 10, U.S. Code, section 333 do so only for approved TSC events. TSC events involving SOF are documented by a standalone TSC FTN. The FTN

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identifies the corresponding significant security cooperation initiative (SSCI). Identifying specific SSCIs enable more efficient planning, coordinating, synchronizing, and sourcing by USSOCOM to prioritize efforts and activities against reference (l) objectives and CDRUSSOCOM global responsibilities.

(a) CCMDs requesting SOF to execute TSC events per title 10, U.S. Code, section 333 must submit an organizational message via AMHS to USSOCOM J3 120 days (AC) or 180 days (RC) prior to deployment. The message is necessary to confirm congressional notification is complete and funding and ammunition are available to execute prior to the deployment of forces. The message will verify at a minimum:

1. Relevant security cooperation FTNs.
2. Funding and ammunition are available citing all title 10, U.S. Code, section 333 building partner capacity case numbers and associated points of contact (POC).
3. Proposed deployment dates.
4. Partner nation unit(s) and that human rights vetting requirements are initiated.
5. Training subjects.
6. Chief of Mission approval.

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

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

f. Mobility Requirements. USTRANSCOM employs assigned common-user assets to perform their strategic lift mission in support of all CCMDs. To request the transfer, or allocation, of mobility forces CCDRs must submit theater mobility force requirements via JCRM as follows:

- (1) Fixed wing-common user theater airlift.
- (2) Air refueling.

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(a) Reference (a) specifies authority for CCDRs to transfer assigned or allocated tanker (KC-135, KC-10, KC-46) and airlift (C-5, C-17, C-130) aircraft by delegating TACON for up to 30 days. The Air Refueling Management System is used to request tanker support for specific missions expected to last 30 days or less.

(b) USTRANSCOM validates requirement priority per CJCSI 4120.02, "List of Priorities-DoD Transportation Movement Priority System," reference (ii).

(c) An RFF for air refueling and airlift aircraft is appropriate if support is greater than 30 days. USTRANSCOM reviews the requirement to ensure the gaining CCDR has the C2 structure to exercise complete mission planning and execution of the gained air refueling assets.

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

(4) Distinguished visitor airlift and communications.

(5) USTRANSCOM Mobility Enablers. USTRANSCOM maintains specific mobility enablers to support a range of military operations to include: Joint Task Force-Port Opening (JTF-PO) aerial port of debarkation (APOD) and JTF-PO seaport of debarkation (SPOD).

(a) JTF-PO APOD consists of the Air Force Contingency Response (CR) and Army Rapid Port Opening Element (RPOE) to rapidly establish, clear, and initially operate aerial ports of debarkation and forward distribution nodes, facilitate port throughput, and establish and maintain in-transit visibility in support of CCDR requirements.

(b) JTF-PO SPOD consists of a command element from theater-based regional transportation brigades or battalions, RPOEs, a Marine Transportation Specialist, and expeditionary port units to rapidly establish, clear, and initially operate SPODs and forward distribution nodes, facilitate port throughput, and establish and maintain in-transit visibility in support of CCDR requirements.

(c) Air Force CR forces conduct many missions including airbase assessment and initial airfield opening operations. The primary capabilities CR forces provide are C2, aerial port, and quick-turn maintenance. When required, CCDRs define the global mobility requirement and request support

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directly through USTRANSCOM's Global Operations Center (GOC) for sourcing from their components.

(d) Requesting Mobility Enablers. CCDRs do not typically submit RFFs for mobility enablers. CCDR-approved requests for mobility enablers are directed to USTRANSCOM's GOC for validation and sourcing if appropriate. Mobility enablers normally deploy for no more than 60 days and remain OPCON to CDRUSTRANSCOM or USTRANSCOM Service component commanders. If the requirement is expected to exceed 60 days, CCDRs should request sustainment forces to replace USTRANSCOM mobility enablers by submitting an RFF. This process allows the original tasked mobility enablers to reconstitute for follow-on global mobility tasking(s).

(e) Normally, USTRANSCOM mobility-enablers requests do not include elements of the capability considered non-mobility; for example, ISR or medical capabilities that require airlift. These non-mobility requirements are identified under separate FTNs for the JFC or JFP.

g. Cyberspace Requirements

(1) USCYBERCOM employs assigned forces to support other CCMDs from and in cyberspace as specified in references (a) and (gg) the EXORD to Implement Cyberspace Operations Command and Control (C2) Framework Revision 1.

(a) In accordance with reference (jj), cyberspace operations forces (COF) are units organized, trained and equipped to conduct offensive cyberspace operations, defensive cyberspace operations, and Department of Defense information network (DoDIN) operations. COF are assigned to USCYBERCOM per the "Forces For" Assignment Tables.

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

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

(2) The CFMA provides SecDef prioritization guidance to CDRUSCYBERCOM to employ assigned forces to conduct cyber operations to

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support the missions, plans, and CCMD priorities. Reference (gg) provides details of the CFMAP.

(3) In accordance with reference (gg), CCMDs submit requests for defensive cyber support in DS in the annual submission or by using a RFDS message and submitting an FTN in JCRM. The RFDS message is the same format as the RFF message specified in Enclosure I, but will state RFDS in the subject rather than RFF. When submitting FTNs for CPF in DS, CCMDs must enter “Request for Direct Support” as the first words in the “Capability Required” field in the JCRM FTN. RFDS staffing leverages the allocation staffing process with the following distinctions:

(a) JS J-39 supports JS J-35 with subject matter expertise on cyberspace requirements. Include JS J-39 and J-35 on all cyberspace RFFs, RFDSs, and related correspondence.

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

(c) Recommended sourcing solutions for RFDS are presented to the SecDef via the SDOB for approval.

(d) SecDef direction to USCYBERCOM to place forces in DS to specified CCMDs will be included in the GFMAP Annex F. USCYBERCOM specifies the DS relationship for these forces in the “JCS Notes” in Annex F.

(4) In accordance with references (a) and (gg), in extenuating circumstances, CCMDs may request the allocation of cyberspace forces in the annual submission or an RFF. This is not the preferred method to obtain effects from or in cyberspace. The force request must provide a detailed rationale of why the force must be transferred and the CCDR must exercise C2 of the force vice obtaining general or direct support. CCDRs normally exercise TACON of allocated COF and USCYBERCOM maintains OPCON. The JCS notes in the GFMAP Annex F specify the C2 relationship the CCDR assumes over allocated cyberspace forces.

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

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

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

(3) CCMDs submit all requests for space operations support to USSPACECOM J355 GFM support team at reference (kk).

(4) CCMDs may request to allocate non-integrated joint special technical operations space control electromagnetic warfare forces and capabilities if the mission cannot be satisfied by support from USSPACECOM in the annual submission or an RFF. The force request must provide and justify an operational need to transfer the force with a specified operational C2 relationship. References (a) and (ll), “EXORD: Procedures for Requesting to Deploy and Employ non-Integrated Joint Special Technical Operations (IJSTO) Space Control Electromagnetic Warfare Capabilities” specify requirements and procedures for requesting to deploy and employ non- integrated joint special technical operations space control electromagnetic warfare capabilities.

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

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

(2) JCRM. CCMDs must submit ISR requirements via JCRM for both conventional and SOF ISR nomenclatures. A specific operation may have both conventional and SOF ISR requirements for similar ISR capabilities (e.g., full motion video (FMV) or communications intelligence (COMINT)). A specific operation may also have more than one FTN against an ISR nomenclature. For example, an electro-optical collection capability ISR imagery intelligence (IMINT) FTN supporting an operation and another ISR-IMINT FTN supporting the same operation, but requiring a light detection and ranging capability.

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

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

(3) ISR CONOPS. Each CCDR must submit an annual ISR collection CONOPS organized by GCP, authorized mission, named operation, or other category. The JS J-26, in coordination with the JS J-32, provides a CONOPS template for each fiscal year.

(4) Processing, Exploitation, and Dissemination. Global reach-back ISR PED is a finite resource. ISR requirements must contain a clear statement of the PED required for the collection capability to enable accurate sourcing. For the purpose of the collection CONOPS submission, PED phases are:

(a) Phase 1 PED (time-dominant). Near-real time, immediate, actionable; not to exceed 24 hours.

(b) Phase 2 PED (content-dominant). Comprehensive reporting derived from multiple intelligence types over multiple mission to answer specific essential elements of information or key intelligence questions; one to seven days.

(c) Phase 3 PED (content-dominant). In-depth, long-range analysis that fuses any available intelligence discipline; not time bounded.

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

(a) ISR-Communications Intelligence. Technical information and intelligence derived from foreign communications by other than intended recipients measured in collection hours per month. Requirements descriptions must include breakouts of each type of COMINT capability to aid with accurate accounting of demand, and allocation of demand (e.g., number of hours per month, number of hours per month for various radio bands, and number of hours per month for various network architectures).

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

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

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

(6) ISR Geospatial Intelligence Nomenclatures

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

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

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

(d) Identifying Geospatial Intelligence PED Requirements. CDRs must account for specific PED reporting phases (phases 1 to 3), the associated risk if not sourced, and sensor specific PED or product requirements. These include electro optical, synthetic aperture radar, wide area motion imagery, hyper-spectral imagery, multi-spectral imagery, advanced geospatial imagery, and full motion video, entered in the JCRM capabilities text field.

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

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

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

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

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j. Missile Defense Requirements

(1) All MD requirements must contain the following:

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

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

(c) Describe allied or PN capabilities that mitigate the size and type of MD capability deployed and identify limitations to interoperability.

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

(2) The JS J-36, Nuclear and Homeland Defense Operations, supports the J-35 with MD subject matter expertise. Include JS J-36 and J-35 on all MD RFFs and related correspondence for SecDef approval.

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

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

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

(b) Site selection and ability to accommodate specific emplacement requirements, system capabilities, and safety restrictions. Recommended site

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locations are dependent on host nation coordination or approval and site surveys.

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

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

k. Language, Regional Expertise, and Cultural Capability. Refer to CJCSI 3126.01C, "Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing," reference (mm) for skill sets that include LREC.

12. Other Types of Requests. Military Department or Service augmentation, interagency, ally or PN forces, contractors, and nongovernmental organizations (NGOs) are not captured as part of the global demand on the U.S. military and are not be requested via the allocation process.

a. Joint Urgent Operational Needs. Requests for equipment only are not captured as part of the global demand for U.S. forces and are not be accepted or sourced through the allocation process. CCDRs submit equipment-only requests through the Joint Urgent Operational Needs process detailed in Enclosure D of CJCSI 5123.01I, "Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System," reference (nn), or by the CCDR Service component through Service channels.

b. Munitions. The Joint Material Priority Board provides recommendations for the distribution of materials, including munitions, to the CCMDs per reference (oo), CJCSI 4110.01F, "Joint Materiel Properties and Allocation." Specific high-demand preferred munitions require the SecDef to approve the distribution among CCMDs and are thus included in the allocation process and ordered in the GFMAP.

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

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

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

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

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

d. Contractors, Other United States Departments and Agencies, Coalition, and Nongovernment Organizations. CCDR plans include contractors, non-DoD agencies, ally or PN forces, and NGOs. Therefore, they are not included in GFM allocation process. The SecDef does not order these resources to deploy and thus does not establish a civilian to military command and control relationship to them. This does not preclude CCMDs from leveraging these resources that lie outside the DoD chain of command. The USCG is an exception as it is a FP as described in Enclosure A.

(1) CCMDs do not enter requirements for contractors, ally or PN forces, and NGOs into JCRM for allocation.

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

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

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

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

e. Theater Security Cooperation. TSC are multinational events supporting CCMD campaign plan (CCP) objectives. The normal timeline for TSC planning does not normally support the Annual Submission timeline. CCDRs submit TSC force requirements in the Annual Submission when there is a reasonable expectation that the TSC event might be executed and the forces are required for the event. As TSC planning progresses, after the Annual Submission, CCDRs submit RFFs. Non-urgent RFFs submitted inside the timelines specified in this enclosure might limit sourcing options.

(1) In accordance with title 10, U.S. Code, sections 333 and 362, TSC activities require Secretary of State concurrence, human rights vetting, and congressional notification prior to executing a TSC activity. The CCDR is responsible for coordinating requisite authority and approval to execute TSC activities. Authority to conduct the TSC activity is required for JS validation.

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

(3) All SOF JCET events are submitted per paragraph 11.e.

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

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f. Counter Drug and Countering Transnational Organized Crime. CJCS EXORD, "Counter-drug/Counter-Transnational Organized Crime, Revision 1" (reference (pp)) and DoD Instruction 3000.14, "DoD Counterdrug and Counter-Transnational Organized Crime Policy," (reference (qq)) provide approval processes and authorities for DoD support to counter drug (CD) and counter transitional organized crime (CTOC) activities. Due to unique requirements for CD and CTOC support, the approval processes for both annual and emergent requirements differ from other operations and TSC events. DoD title 10 forces support for CD and CTOC support missions is primarily obtained on a volunteer and as available basis.

(1) CCMDs submit a FTN in JCRM for each approved CD or CTOC activity. The JFC includes the FTN for the approved activities in the GFMAP Annex A for force visibility and SecDef notification in the SDOB.

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

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

(4) Forces supporting law enforcement agency (LEA) missions are provided TACON for mission support and force protection. CD or CTOC LEA support missions may require additional approval according to reference (qq). Reference (qq) provides information on SecDef-delegated authorities and missions requiring Under Secretary of Defense for Policy (USD(P)) approval. For those missions requiring USD(P) approval, requests will be forwarded to the JS J-3 at least 45 days prior to execution date. LEA support missions do not require further SecDef approval, but in order to reflect a demand signal for LEA support, these operational force requirements are to be registered in JCRM and assigned an FTN for inclusion in a GFMAP Annex or subsequent GFMAP MOD, per the following process:

(a) Following coordination with and identification of a volunteer unit, CCDRs transmit a "Request for DoD Support" AMHS message to the JS J-35 to confirm supportability. The support request message will be per reference (qq).

(b) JS J-35 will confirm FOS with the force provider (FP) and Military Department.

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

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

(e) The JS J-35 validates the requirement, and the JFC assigns the requirement to the appropriate JFP. The JFC and JFPs will export data from JCRM to create a line in a GFMAP Annex reflecting the CD and CTOC support mission for inclusion in the next SDOB CJCS Notification Tab, as applicable. The JFC or JFP coordinates all necessary actions in JCRM to ensure entry in the appropriate MOD to the GFMAP Annex. The sourcing solution for the force requirement is included in a MOD to the GFMAP Annex to reflect a demand signal and execution data for operational support to domestic LEA CD and CTOC missions.

(5) CCMDs must submit a human rights vetting message with force requests for foreign CD or CTOC activities that involve foreign forces. Additional requirements according to reference (qq) are listed as follows:

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

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

(c) Applicable rules of engagement or rules for the use of force, as well as limitations on participation by DoD personnel in law enforcement activities, CD or CTOC field operations, and any activity in which hostilities may be imminent (as appropriate).

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

(1) CCMDs document demand on their assigned forces in JCRM or FMTS and assign each requirement an FTN or FMTS position number.

(2) Unless specifically authorized by the SecDef, CCMDs do not request staffing for CCDR, sub-unified command, or assigned Service component HQs

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with an RFF or JIA. These are permanent joint HQs with joint tables of distribution. Changes to HQ staffing are done according to the joint manpower validation process. Service component HQs are manned by Military Departments.

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

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

(2) Pre-coordination, however, does not relieve the JFC of the responsibility to provide globally integrated, prioritized, risk-informed sourcing recommendations to the SecDef, via the Chairman, to most effectively and efficiently employ the DoD-EC Force Pool capacity.

i. Immediate Response Forces. The JS J-35 submits IRF and IRF-enabling forces PTDO requirements in JCRM per the DRT and reference (u).

j. Contingency Response Forces. The JS J-35 submits CRF PTDO requirements from the DRT in JCRM.

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

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

(a) Submit DoD-EC JIA requirements in FMTS. Procedures for submission are per paragraph 8. and references (hh) and (y).

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

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

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

(b) Upon selection, the CCMD coordinates with the appropriate FP POC and informs the JFC of the sourcing solution. Then it is included in the GFMAP, reviewed, and ordered by the SecDef.

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ENCLOSURE D

JOINT STAFF REQUIREMENTS VALIDATION

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

a. Forces. The JS J-35 evaluates submitted force requirements against the validation criteria specified in the allocation section of reference (a). The current GFM PLANORD, reference (d) may specify additional SecDef approved validation criteria. Based upon this evaluation, JS J-35 validates the requirement or returns the request to the CCDR for MOD or cancellation.

(1) The JS J-35 validates force requirements, including those with embedded DoD-EC requirements.

(2) The JS J-35 may solicit subject matter expertise and advice from the JFC, JFPs, JS directorates, and JS J-3 deputy directorates. They may offer recommendations on whether force requirements meet the SecDef validation criteria.

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

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

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

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

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

(4) The Chairman, through the JS GO/FO Matters Office, approves sourcing of GO/FO requirements in JMDs.

2. Joint Staff Validation Criteria

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

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

c. The request passes required legal or policy review.

d. A force or JIA request for allocation, either in an emergent RFF or in the annual submission, is the appropriate method for the request. The requirement is for U.S. capabilities (forces) not associated with exercises, unless designated as a strategic opportunity, or individual augmentation of joint, component, or Military Department or Service HQ. An RFF is not an equipment-only request.

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

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

(3) DoD-EC requests leverage-programmed civilians who deploy as part of a structured program or a Service or CSA force or capability.

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

(1) The JS will not validate allocation requests in support of planning for SecDef-directed contingency or campaign plans that require long-term programmatic decision-making, nor allocation requests to contingency source capability requirements in those identified plans.

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(2) The CCDR coordinates requisite authority and approval to execute TSC activities. In accordance with title 10, U.S. Code, section 333, Secretary of State concurrence, human rights vetting, and congressional notification occur prior to executing a TSC activity. Authority to conduct the TSC activity is necessary for JS validation of force requests for TSC activities.

(3) The applicable JS J-35 Regional Joint Operations Directorate verifies the requesting CCMD authority to execute any TSC event prior to validating force requests.

f. The specific request has not been previously decided.

(1) The CCMD may request review of a previous SecDef sourcing decision via request for reconsideration message that clearly articulates what has changed in the operational environment since SecDef decision.

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

g. Prepare to Deploy Orders Validation. A PTDO is an order to prepare a unit to deploy on a specified timeline. A CCDR may order assigned forces to be prepared to deploy to meet the CCDR's missions or operations. The SecDef approves PTDOs that direct a FP to have a force prepared to deploy to another CCMD or to fill IRF, IRF-enablers, or CRF requirements. A SecDef-directed PTDO directs the FP to prepare a unit to deploy in a specific timeframe upon receipt of a DEPORD. The PTDO identifies the approval authority to execute the PTDO, which is normally the SecDef or CCDR. It provides activation direction, which includes notifying higher HQ and may direct a planning relationship with the gaining CDR. Unless specifically directed by the SecDef, requests for a force to be placed on a PTDO must also meet the following criteria:

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

(2) It does not request forces for state, territory, or District of Columbia missions under title 32, U.S. Code (reference (c)).

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

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

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3. Annual Submission Validation

- a. Both JS J-35 and JS J-1 host GFMB 2 planner workshops to review the annual submissions with representatives from the Services, SFPs, JFPs, Service components, and CCMDs.
- b. The JS J-35 reviews all force requirements and the JS J-1 reviews JIA requirements in the Annual Submission and ensures they meet the validation criteria.
- c. CCDRs brief their Annual Submission at GFMB 2. The GFMB recommends submission validation and provides amplifying sourcing guidance.
- d. JS J-35 reviews both new and rotational force requests in the Annual Submission, by FTN to ensure compliance with the validation criteria.

4. Emergent Validation

- a. Emergent validation works the same as annual validation except there are no workshops or GFMBs.
- b. The JS J-35 and the JS J-1 validate all RFFs and emergent JIA JMD requests as quickly as possible. Generally, validation takes place within seven days of receiving the required information. Urgent and immediate RFFs may be validated immediately while routine RFF validation may be delayed due to higher priority requirements.

5. Denied Validations

- a. If the JS does not validate a force request, the JS notifies the requesting CCMD specifying the reason and providing a GO/FO point of contact. The notification includes a reference to relevant SecDef guidance and the noncompliant specifics.
- b. If a force requirement is deemed incomplete or inaccurate, the JS J-35 notifies the CCMD. The CCMD submits corrections using change requests as described in Enclosure H. If the corrected force request meets the validation criteria, the JS J-35 accepts changes in JCRM when the force request is validated.
- c. If the requesting CCMD does not accept the reason provided, the requesting CCMD may appeal via the JS chain of command to the Chairman. Validation nonconcurs that cannot be resolved by the Chairman are presented to the SecDef for decision.

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d. JS J-35 changes the JCRM status of force requests that are not validated to “NOT VALIDATED.”

6. Actions Following Joint Staff Requirement Validation

a. Assign Joint Priority. The JS J-35 reviews the CCDRs' Recommended Joint Priority and assigns a Joint Priority to the force request in JCRM. Joint Priority Codes refer to the latest GCF.

b. Enter Sourcing Guidance. The JS J-35 provides any specific sourcing guidance in JCRM, as necessary.

c. The JS J-35 forwards validated force requirements in JCRM to the JFC.

(1) In JCRM, the JFC assigns each requirement to the appropriate JFP, USSOCOM for SOF, USTRANSCOM for mobility forces, USCYBERCOM for cyberspace forces, and USSPACECOM for space forces tasking them to develop a sourcing recommendation. The JFC assigns conventional force and JIA requirements to the JFC. The JFC and JFPs develop sourcing solutions per Enclosure E.

(2) After validation, the JFC confirms FP concurrence in pre-coordinated DoD-EC sourcing solutions. If the FP does not concur, the requirement is returned to the CCMD to readdress pre-coordination or resubmit without an annotated pre-coordinated sourcing solution.

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Enclosure D

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ENCLOSURE E

GENERATING JOINT RECOMMENDED SOURCING SOLUTIONS

1. Overview. This enclosure details the procedures for generating recommended sourcing solutions to validated requirements. JS J-35 assigns validated annual and emergent force requests, by FTN, to the JFC or applicable JFP, via JCRM. The JFC and JFPs, in turn, request sourcing solutions (called FP Nominations) from FPs. The JFC normally requests sourcing solutions from the Service HQ and their designated SFPs while JFPs develop sourcing solutions with their assigned Service components. The tasked FPs provide sourcing nominations with associated risks to the JFC and JFPs. The JFC and JFPs develop sourcing recommendations based on the nominations while balancing SecDef priorities and risks. CCDR, JFC, JFP, and Service risk assessments must be submitted in the format specified in Enclosure F. JS J-35, JFC consolidates JFP sourcing recommendations, staffs the recommendations, and provides consolidated GFM Annexes containing sourcing recommendations to the SDOB.

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

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

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

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

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

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a. Joint Working Group Lead Action Officers. JWGs are led by the JFC or JFP assigned AO who coordinates with designated SMEs from each Service, Service component, CCMD, and DoD Agency. JWGs also include SMEs from functional, specialized organizations (e.g., JPRA and the JS Surgeon's Office).

b. JWG leads, with the advice of the JWG, devise the best fit-for-purpose sourcing solution recommendations to the competing force requirements.

3. Force Request. The JFC or JFP assigns each force requirement, by FTN, to FPs via a force request in the JCRM FP Module and via Logbook. The JFC or JFP sends force requests to FPs based on the core capabilities of the Service and FP. Services and FPs may be requested to provide sourcing nominations outside their core capabilities when the capacity is exceeded. For rotational requirements, the Service, or FP that previously sourced a rotational requirement is usually considered. The JFC or JFP also sends a Logbook request for JIAs. A force request to a FP in JCRM to develop a sourcing nomination for an emergent FTN is accompanied by a request in Logbook. The Logbook tasking alerts the FP staff officers via e-mail of a new force request and provides amplifying staffing guidance, if required.

a. Logbook is also used to send and record RFIs and answers for specific FTNs, RFFs, or JIAs.

b. Logbook sends formatted e-mails on SIPRNET to the addresses entered for each command or organization. Each command or organization can be selected for action or information. The JS J-35 Logbook functional manager maintains the e-mail lists in Logbook for all organizations.

4. Force Provider Nominations. The JFC tasks Service HQs, or their designated SFPs, and JFPs task their Service components to provide global-looking sourcing nominations. Other FPs may be requested to provide sourcing nominations.

a. The tasked FP reviews the Logbook staffing request, JCRM force request, and develops the Service's sourcing recommendations, which are called nominations. The FP nomination process considers forces capabilities, CCMD assigned forces, and Service-retained forces. The FP enters the nomination into JCRM. Each part of a FP nomination is labeled with a FP nomination FTN line number that is automatically generated in JCRM. Specific guidance for each data field in the JCRM FP nomination is contained in Enclosure I. Once the FP approves the nomination, the FP submits it in JCRM to the JFC or JFP.

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b. FPs also respond in Logbook to alert the JFC or JFP that the FP nomination has been entered and submitted. The Logbook response may contain amplifying explanations and risks.

c. Under title 10, U.S. Code, sections 7013, 8013, and 9013, Services have the authority to organize, train, and equip units. Under this authority, Services may tailor forces to meet the CCMD requirements. The FP should conduct mission analysis when considering sourcing nominations.

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

(2) When considering FP nominations for force requirements outside of their own core competency areas, Services should consult the expertise of other Services with that core competency when determining how to organize, train, and equip a unit.

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

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

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

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

(3) In Lieu Of Sourcing. ILO sourcing is an overarching sourcing methodology that provides alternative force sourcing solutions when standard force sourcing options are not available. An ILO force or capability is a standard force including an associated table of organization and equipment

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that is deployed or employed to execute missions and tasks outside its core competencies.

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

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

(1) Service HQs, or their designated SFPs, and JFP assigned Service components are expected to provide FP nominations by considering forces across the DoD inventory, including forces assigned to other CCMDs.

(2) Service HQ, JFP assigned Service components, and DoD Agencies provide O-6 concurrence or GO/FO nonconcurrence for each nomination.

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

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

(5) FPs, in collaboration with Service HQ budget offices, submit cost estimates as part of each sourcing nomination. Cost estimates are included in JCRM FP nominations and JFP recommendations detailed in Enclosure I.

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

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

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

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f. Immediate Response Force

(1) In accordance with reference (u), the JFC or JFP, in coordination with the FPs, must provide sourcing options, a recommendation to backfill the IRF or IRF-enablers, and associated risks if any sourcing recommendation includes a designated IRF or IRF-enabling force.

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

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

g. Sourcing Dynamic Force Employment Forces. The JFC and JFPs provide sourcing recommendations for validated force requirements for DFE activities.

(1) As the IRF and IRF-enabling forces contain the most-ready forces, emergent sourcing recommendations for DFE activities are likely to include these forces. However, FPs may nominate, and the JFC and JFPs may recommend, any sourcing solution that employs the force most effectively and efficiently.

(2) CCMDs employing IRF or IRF-enabling forces to execute a DFE activity are expected to maintain the forces ready to respond; as required within the specified IRF PTDO timeline. CCDRs must include the risks in the DFE activity CONOPS if an IRF force's employment in a DFE activity would prevent it from meeting its prescribed IRF readiness and PTDO timeline. The CONOPS must also address mitigation options.

(3) The SecDef may accept the risk of allocating IRF or IRF-enabling forces to execute a DFE activity, though it will decrement their readiness and ability to meet IRF specified PTDO timelines. The FP, in conjunction with the JFC or JFP, must provide sourcing recommendations and options, with associated risks, to backfill or mitigate the IRF or IRF-enablers requirement shortfalls.

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

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(1) FPs, JFC, and JFPs apply the assumptions for the wartime row of the apportionment tables detailed in reference (a) when nominating and recommending sourcing solutions for CRF requirements to order in the GFMAP.

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

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

(4) When nominating a CCDR to provide a CRF force, the Service or SFP nominates an assigned unit and the JFC or JFP must include the unit name in the sourcing recommendation and in the GFMAP Annex data. The Service HQ, or SFP, must include the CCMDs' risk, as communicated by the CCMD Service component, in the nomination.

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

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

(1) The JFC staffs JIA requirements with FPs, DoD Agencies, USSOCOM, USCYBERCOM, and JS J-2. JS J-2 coordinates with the OUSD(I&S) and intelligence CSAs for the sourcing of civilian intelligence requirements. J-35 coordinates and staffs JIA requirements for civilians with potential FPs, as required, to identify potential civilian sourcing solutions.

(2) If sourcing cannot be identified for all JIA positions, FPs may fill unsourced positions that other FPs were unable to source. FPs identify the JIA requirements they can source on the JMD and provide nominations to the JFC

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via Logbook. These sourcing solutions are forwarded to the supported CCDRs for review.

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

(4) The JFC submits sourcing recommendations via the SDOB for a MOD to the GFMAP Annex D.

(5) The JFC conducts a risk analysis and develops a recommendation for all contentious requirements. Individual risk assessments must be submitted by both the supported CCDR and any FP possessing the requested capability. The JFC gathers the information and makes sourcing recommendations for inclusion in the SDOB. The recommended sourcing solutions are reviewed by the Chairman and approved by the SecDef. Once approved, the JS J-35 releases a MOD to the GFMAP Annex D.

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

j. Department of Defense Expeditionary Civilian Sourcing

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

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

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

(4) For validated DoD-EC requirements without a confirmed pre-coordinated or nominative sourcing solution, the JFC develops a recommended sourcing solution. References (i) and (hh) provide additional background.

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

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

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

(d) DoD-EC requirements for “Intelligence Series 0132” civilians from the defense intelligence enterprise are coordinated with the JS J-2.

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

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

(a) JFC or JFPs request nominations for validated DoD-EC requirements to FPs via Logbook in order to develop nominations.

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(b) DoD-EC requirements submitted as JIAs are forwarded in Logbook for FP nomination per procedures in paragraph 3. and reference (i).

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

(d) Civilian FPs provide nominations for DoD-EC requirements as requested by the JFC. From these FP nominations, the JFC provides a risk-based sourcing recommendation per paragraph 5. Sourcing recommendations are presented to the SecDef via the SDOB.

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

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

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

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CDRUSSOCOM, CDRUSTRANSCOM, and CDRUSCYBERCOM publishes their Service red lines annually prior to GFMB 2.

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

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

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

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

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

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

(2) Unless otherwise directed, FPs may conduct routine rotation of forces, as required, but must sustain the capability for the entire duration and during relief in place or transfer of authority (TOA) of any routine rotations. FPs must ensure that the entire SecDef-ordered deployment time is covered by a force that is properly manned, trained, and equipped to meet the mission requirements. Enclosure H explains the timing for a rotation of a deployed force.

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(3) Within an ordered FTN line number in GFMAP Annexes A through C, F, and G, FPs may rotate forces. In accordance with JFP change authorities, SecDef approval of deployment extensions is not required for Service rotations when the following conditions are met:

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

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

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

c. Start and End Dates

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

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

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

d. Nontraditional Land Forces. Nontraditional land forces include U.S. Navy and U.S. Air Force ad-hoc and in lieu of sourcing solution that receive U.S. Army training. Rotations for nontraditional land forces may not be less than six months regardless of Military Department or Service rotation policy.

e. Supplemental Guidance for Maritime Forces

(1) Homeport depart and return dates are at the discretion of the Department of the Navy and are coordinated with JFC to meet scheduled changes in operational control (CHOP) (both in-CHOP and out-CHOP) dates.

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Changes to AOR CHOP dates that affect scheduled homeport depart or return require Department of the Navy concurrence. The ordered start and end dates for most naval forces in the GFMAP Annex is the SecDef directed date for the forces to in-CHOP and out-CHOP the supported CCMD's AOR.

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

(3) BMD-capable ships with appropriate load-out are multi-mission platforms that account for presence for BMD, conventional surface combatant, and CCDR TLAM inventory. The multi-mission capabilities of BMD ships should be considered when nominating and recommending sourcing solutions vice considering, or binning, them as single-mission platforms. These ships are preferentially trained and deployed as part of a carrier strike group.

(4) Supported and supporting commanders coordinate movement of forces including logistics support with each other and the Services as appropriate. Logistics support includes shore-based aviation and oiler support (for maritime forces) security assets, related transportation timing, and support requirements.

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

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

(1) Binning Guidance. Binning is a method to categorize potentially sourced units from most desirable to least desirable to show the total capacity of a type of force and how it is being used. The standard binning guidance is shown in reference (e), Figure 1. The JS may provide updated binning guidance each year in the annual GFM PLANORD. Binning does not commit the JFC or JFP to a specific solution. In general, the JFC or JFPs source requirements with higher-binned units (green) before lower-binned units (yellow, orange, red). The JFC or JFPs are required to review the requested capability, evaluate all sourcing options regardless of bin, and identify the most appropriate solution with respect to risk for every request. JFC or JFP

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mitigation might lead to sourcing recommendations not aligned with stated binning guidance.

(a) For involuntary remobilization or reactivation, the JFC or JFPs consider previous MOBs. Sourcing priority for previous MOB is in ascending order of importance from: least to most noncombat deployments, force, stabilization FDs, and combat deployments.

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

(c) JFC and JFPs sourcing recommendations include the binning category (color) for each recommendation. The JFC and JFPs bin forces to show the availability of all units in the force pool. The JFC may task each applicable Service HQ, or designated SFP, and the JFPs may task each applicable Service component to provide binning on each unit type that cannot be fully sourced. These binning slides are used to provide a view of the force pool availability. The slides list all forces that may be used to meet the requirement, regardless of availability. The intent is to show the entire force pool. Figure 2 shows an example of a binning slide with notional data.

Unit Type		Echelon 2 Command		Echelon 2 Command		Echelon 2 Command		Echelon 2 Command		Total Service Availability	
AC / RC		0/0		0/0		0/0		0/0		0/0	
AC / RC		1/0		0/0		1/0		0/0		2/0	
AC / RC		0/0		0/0		0/0		0/0		0/0	
AC / RC		0/1		0/1		0/1		1/0		1/3	
TOTAL		1/1		0/1		1/1		1/0		3/3	

Bin	Bin Priority	Unit	UIC	AC/RC	Total Deploy Time	BOG (Days)	DWELL (Days)	MOB Remain	Force Provider	Deployed	Redeploy Date	Remarks LAD Date
2-Y	1	Unit 1 Name	UIC	AC	12	12	5	N/A	Echelon 2 Command	Operation	Date	
2-Y	6	Unit 2 Name	UIC	AC	N/A	N/A	N/A	N/A	Echelon 2 Command	Operation	N/A	
3-R	2	Unit 3 Name	UIC	AC	12	12	0	N/A	Echelon 2 Command	Operation	Date	
3-R	3	Unit 4 Name	UIC	RC	12	12	6	8	Echelon 2 Command	Operation	Date	
3-R	3	Unit 5 Name	UIC	RC	12	12	16	6	Echelon 2 Command	Operation	Date	
3-R	3	Unit 6 Name	UIC	RC	26	14	27	0	Echelon 2 Command	Operation	Date	

Figure 2. Service (Unit Type) Availability Worksheet and Sample Binning

(2) Individual Skill Set Capacity Slides

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

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Overall number minus (number deployed plus number within 6 months of deployment plus number in 1:2 dwell plus fenced) equals potential deployers.							
Overall Authorized	Overall Assigned	Deployed	Within 6 Months of Deploying	Number in 1:2 D2D	Non-Deployable	Fenced	Potential Deployers
XX	XX	XX	XX	XX	XX	XX	XX
	YY%	YY%	YY%	YY%	YY%	YY%	YY%
Breakdown of fenced number from above							ZZ

Sum of numbers listed in the “Breakdown of fenced number from above” must reflect in Number fenced.

A number cannot be counted in more than one status at a time.

Definitions and Parameters: Skill category and subset: table of the skill categories, subsets, and Service skill codes are on the JS J-35S Vice Deputy Director, JFC Division, Individual Augmentation Branch SIPRNET web page under tools: <<https://intelshare.intelink.sgov.gov/sites/js-j-35s/jfc/ia/default.aspx>> (reference (rr))

If any of the following statuses do not apply to the FP, enter a value of “0” in respective block:

Non-deployable: ineligible to deploy due to status of student, transient, patient, prisoner, holdee, or other disqualifying factor (medical profile, legal, family issue, Lautenberg Amendment, clearance, below physical readiness standards, substandard performance, etc.)

Deployed: deployed away from location of unit of assigned.

Within 6 Months of Deploying: within 6 months of unit or ad hoc deployment

1 to 2 Dwell: equal deploy to dwell model.

Fenced: FP discretion–personnel who are technically deployable and have not already been accounted for as deployed. Within 6 months of deploying or in 1 to 2 D2D, which FP does not want to deploy due to any reason. Reasons include: 1 to 2 D2D, essential personnel, instructors, recruiters, nuclear trained, specific HQ staff, or maintain minimum unit manning level.

AC Inventory:

*Overall Authorized of all AC in the identified skill category, subset, or grade band.

*Overall Assigned – current inventory, not authorizations. All AC in the identified skill category, subset, grade band. Percent based on assigned over authorized.

*Identify (as applicable):

Number deployed

Number within 6 months of deploying

Number in 1 to 2 D2D

Number non-deployable

*Identify and write in categories for “Breakdown of fenced number from above.” Listing does not indicate priority but should describe group. Sum of numbers listed in the “Breakdown of fenced number from above” must reflect in the “Fenced.”

*If “Overall Assigned” binned correctly, “Potential Deployers” reflects a zero or other positive number.

Figure 3. Sample Capacity Slide

(b) CCMDs and FPs complete capacity slides for requirements. The Services create capacity slides with the Individual Risk Assessment Management web application. This SIPRNET application is accessed through

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the JS J-35 Individual Augmentation Branch portal (reference (rr)). These risk assessments are compiled by job code, skill code, and grade.

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

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

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

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

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

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6. Joint Force Coordinator or Joint Force Provider Force Sourcing Recommendations

a. The JFC and JFP develop recommended sourcing solutions from the information provided in the FP nomination(s); and in coordination with the supported (and recommended supporting): CCMDs, Services, and DoD Agencies.

b. JFC and JFP force sourcing recommendations contain the same JCRM data fields as a FP nomination described and detailed in Enclosure I. JFC or JFP sourcing recommendations conform to the guidance in paragraph 4.

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

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

(3) If the FP recommended to source or the requesting CCMD nonconcur with a recommended sourcing solution (e.g., IDTS, or not sourced) that organization identifies: the limiting factors, risks, and impacts if sourced according to the recommendation; and acknowledgement that the nonconcur represents the position of the Service Chief or CCDR. The JFC or JFPs may request IDTS solutions from Military Departments or JFP Service components.

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

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

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

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

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

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

c. JFC or JFP ad hoc sourcing recommendations may involve multiple FPs. To address the training and equipping responsibilities of each FP, the JFC or JFP sourcing recommendation details the training and equipping responsibilities of each FP in the JCS comments.

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

a. The JFC and JFPs forward force requests via JCRM to the Services, designated SFPs, and JFP Service components simultaneously. If requirements from the previous fiscal year persist with no changes, the FP, as ordered in the previous fiscal year GFMAP, usually provides a sourcing nomination. Relief from filling unchanged and previously ordered requirements prior to SecDef signature on the FY E2 GFMAP Base Order is determined during the JFC and JFP staffing process. The Service HQ, SFP, or JFP Service components may hold conferences to ensure:

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

b. Sourcing Conferences. The JFC and JFPs may hold sourcing conferences to:

- (1) Confirm the FP nominations.
- (2) Ensure all options for sourcing are considered and documented.
- (3) Align sourcing recommendations with priorities.
- (4) Accurately document risks.

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c. Sourcing Plan Briefs. The following JFC and JFPs, brief the fiscal year annual sourcing plan recommendations to the GFMB.

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

(2) USSOCOM briefs SOF.

(3) USTRANSCOM briefs mobility forces.

(4) USCYBERCOM briefs cyberspace forces.

(5) USSPACECOM briefs space forces.

(6) JS J-32 as the Deputy Director for ISR briefs ISR sourcing recommendations and addresses JFC concurrence or nonconcurrence.

8. Sourcing Recommendations. JFPs forward sourcing recommendations to the JFC in draft GFMAP Annexes and subsequent MODs. The JFC compiles and staffs the GFMAP Annexes (or MODs) with all Services, CCMDs, and affected DoD Agencies; to confirm risks and obtain concurrence or nonconcurrence. Subsequent to staffing, the sourcing recommendations are sent to the SecDef for approval via the SDOB. The SDOB is detailed in Enclosure F.

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

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

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

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c. Staffing the Request. The supporting JFC or JFP staffs the request with the Service HQ and SFP or JFP assigned Service components. The supporting JFC or JFP provides a FP nomination to the assigned JFC or JFP via JCRM and Logbook.

Note: JCRM allows the supporting Service HQ and JFP's Service component to submit FP nominations directly into JCRM. However, the assigned JFC or JFP only accepts FP nominations from the supporting JFC or JFP; not directly from the supporting Service HQ, SFP, or JFP's Service component.

d. Draft Sourcing Recommendation. The assigned JFC or JFP accepts the FP recommendation from the supporting JFC or JFP in JCRM and draft the JFC or JFP sourcing recommendation in its GFMAP Annex.

e. Staffing with Force Provider. The assigned JFC or JFP remains responsible for staffing the JFC or JFP sourcing recommendation and obtaining FP concurrence (as applicable) for its final JFC or JFP sourcing recommendation.

10. Department of Defense Agency and Combat Support Agency Sourcing. DoD Agencies have capabilities that can meet CCDR-requested capabilities in parallel with Services and Service components per Department of Defense Directive (DoDD) 3000.06, "Combat Support Agencies," reference (ss). The assigned JFC or JFP staffs these requests with the DoD Agencies that have the requested capabilities. When staffed out to DoD Agencies, the agency provides FP nominations within its capacity to support. CSA forces support operating forces-engaged in, planning for, or conducting military operations. This is support during conflict or for other military activities related to countering threats. DoD Agencies articulate the risk to other higher-priority national tasking when sourcing the requested operational force requirement as part of their FP nomination. DoD Agencies may nonconcur with sourcing, if sourcing would generate unacceptable risk to other, higher-priority, national tasking. FP nominations from DoD agencies include all elements of data specified in Enclosure I for FP nominations.

11. Orders. The JFC and JFPs use the JCRM FP module to annotate sourcing recommendations and assign those recommendations to specific GFMAP Annexes and Annex Schedules, by MOD. JCRM provides the capability to conduct follow-on analysis of force requirements and allocation decisions that are repeatable and accessible.

a. Annexes A through C, F, and G may be downloaded directly from JCRM to an Excel spreadsheet. JCRM FP module provides the capability to create the

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annex by using the query feature. The data elements for the GFMAP Annex D (JIA) are explained in Enclosure G.

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

c. Joint Staff Action Processing. JS action processing is the staffing method that registers CCDRs' and Service Chiefs' position on issues. These policies and procedures are detailed in reference (z). The JFC staffs all recommended sourcing solutions in draft GFMAP Annexes with all CCMDs, Services, and applicable DoD Agencies for concurrence or nonconcurrence. JS J-35 staffs the draft GFMAP Annexes, according to reference (z), with applicable JS Directorates and OSD prior to forwarding the sourcing recommendations for SecDef approval via the SDOB. These steps ensure the order is accurate and risks are accurate and complete.

d. Nonconcurrence. As prescribed by title 10, U.S. Code, section 151 the Chairman must provide the SecDef with any differing opinions of the members of the JCS and CCDRs with all recommendations. The members of the JCS and the CCDRs communicate their differing opinions as nonconcurs. Service Chiefs, CCDRs, or DoD agency directors must include a statement that identifies the tangible and quantifiable assessment of the limiting factors, risk, and impacts with all nonconcurs. When the JFC staffs the fiscal year GFMAP base order and subsequent MODs, all risk statements indicating high military risk and all nonconcurs must be endorsed by the CCDR, Service Chief, or DoD agency director, and must be communicated with a signed risk statement or memorandum. All nonconcurs are briefed to the SecDef via the SDOB. In order to not unduly delay sourcing recommendations, the Logbook, JS action processing and SDOB staffing timelines prescribed in Enclosure F must be adhered to. All nonconcurrence requires a tangible and quantifiable assessment of the limiting factors, risk, and impacts if sourced (or not sourced) as recommended. The two categories of GO/FO nonconcurrence are "nonconcur" or "contentious nonconcur."

(1) Nonconcurrence encompasses sourcing recommendations that result in unacceptable risk, but require no further three-star review or discussion. They are normally briefed at the Sourcing Workshop and GO/FO Sourcing SVTC, but are not normally briefed in detail at the GFMB 3, OpsDepts, and JCS tanks prior to forwarding to the SecDef via the SDOB. Unsourced requirements remain valid and may be considered for future resourcing during the emergent process as deciding factors change.

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(2) Contentious nonconcurrency with sourcing recommendations are those deemed inconsistent with strategic priorities. These warrant discussion at the GO/FO Sourcing SVTCs, GFMB 3, OpsDepts, and JCS Tanks, as required. OpsDepts and JCS Tanks sessions are conducted per CJCSI 5002.01, “Meetings in the JCS Conference Room,” reference (tt).

12. Assigned Forces Demand. AFD FTNs are presumed sourced by the CCDR.

a. When using assigned forces to fill demand, CCDRs enter the requirements for their assigned forces in JCRM and assign each requirement an FTN or FMST position number. These entries describe CCDR AFD. If a force that the CCDR had planned to use to meet an AFD requirement is allocated to another CCDR, the JFC or JFP builds a JFC or JFP sourcing recommendation in JCRM annotating the FP as “none” indicating the requirement is not sourced or partially unsourced. The JFC or JFP enters the JFC or JFP sourcing recommendation into the appropriate GFMAP Annex and JFP GFMAP Annex Schedule to show that CCDR demand is unfilled. Accounting for complete operational demand provides visibility into global demand, helps to determine risk when executing the allocation process, and informs the assessment process.

b. When CCDRs submit AFD FTNs in JCRM, CCDRs, JFC, and JFPs execute the following processes to ensure the AFD FTN sourcing is documented:

(1) Check the assigned force box in JCRM.

(2) Provide the name and UIC of the sourced force in the clarification notes field below the JRC field in JCRM.

(3) When validated by JS J-35 and assigned to the JFC or a JFP, the JFC or JFP submits a force request to the requesting CCMD to enter the assigned force information as a FP nomination in JCRM.

(4) After the requesting CCMD enters the unit information in a FP nomination, the CCMD submits the FP nomination to the JFC or JFP, who then passes it to the Service or JFP assigned Service component.

(5) The Service, or JFP assigned Service component, provides sourcing nominations for all requests for each capability based on the joint force prioritization to recommend effective and efficient sourcing solutions for the competing requirements. If the Service or JFP assigned Service component finds that demand exceeds supply it may recommend not sourcing (or partially sourcing) some of the requirements, including AFD requirements, in its FP

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nominations. The JFC or JFP determines the JFC or JFP sourcing recommendation and staffs it with the CCMDs, Services, and applicable DoD Agencies; then forwards the recommendation for SecDef approval via the SDOB.

13. Additional Sourcing Proposal. FPs may develop new capabilities in an effort to mitigate shortfalls or source requirements previously closed without sourcing. When a FP identifies the capability or capacity to deploy additional forces against existing CCDR requirements, the process is initiated by submitting a FP nomination in the form of an official memorandum or organizational message transmitted via AMHS. If the Service HQ generates the proposal, it is addressed to the JFC and an information copy to the JS J-35. If a JFP Service component generates the proposal, it is addressed to the JFP. The memorandum or message serves to alert the JFC or JFP and the JS J-35 of the new staffing action. The FP also enters the FP nomination in JCRM. The FP nomination message includes the following information:

- a. FTN
- b. Nomenclature. (e.g., "ISR-FMV") and a general overview of capability offered.
- c. Presence Levels Specifics. This includes:
 - (1) Number and type of airframes or equipment.
 - (2) Sorties.
 - (3) Nomenclature specific presence (e.g., hours of FMV per month or year).
- d. Start and End Dates
- e. Specific Personnel Requirements. Military (AC and RC), contractor, and USG (if the solution is ad hoc, include an ad hoc spreadsheet per Enclosure I).
- f. Recommended deployment location
- g. Force Provider Risk. FP risk associated with this deployment. In particular, address anticipated impact to other sourcing (present or future).
- h. Staffing with Combatant Command. Upon receipt of the FP nomination, the JFC or JFP, staffs the recommended sourcing solution with the supported CCDR. Upon CCDR concurrence the JFC or JFP, provides a new JFC or JFP sourcing recommended.

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i. Annex Modification. The JFC or JFPs provide the JFC or JFP sourcing recommendation in the next GFMAP Annex MOD.

14. Exercise Force Requirements

a. Joint Force Provider Exercise Sourcing Functions

(1) The JFC or JFP coordinates sourcing of assigned and unassigned forces to participate in supported CCDR joint exercise events.

(2) The JFC or JFP coordinates Service HQ component participation in the joint exercise. This enhances joint force capabilities and supports CCDRs' campaign plans and exercise programs. The JFC or JFP manages force sourcing at unit and SME levels. Additionally, they seek exercise sourcing solutions from assigned forces.

b. Joint Force Coordinator or Joint Force Provider Coordination of Collective Joint Training Exercise Requests

(1) The JFC or JFPs screen force requests for accuracy, clarity, and completeness. Force requests clearly identify the capability required by the supported command to allow proper consideration for sourcing by FPs. Deficiencies identified by the JFC or JFPs are returned with comment to the supported command for correction or clarification as necessary through use of the "Not Actionable" selection in the "JTIMS Forces/SME" tabs. Once identified as "Not Actionable," the timeline for the request is suspended and reset upon receipt of a revised request.

(2) Direct coordination with the JFC or JFPs is essential for emergent requests (those within six months of the start of event). All exercise requirements, including those coordinated in separate Service systems (such as ARTIMS), must be entered in JTIMS. This ensures full collective joint training exercise visibility via JTIMS. Exercise requirements sourced in JTIMS are subsequently reflected in JCRM for visibility of exercise demand.

(3) Subsequent to JFC or JFPs review, both standard and emergent requests are forwarded to Service HQ or components to determine FOS.

(4) JFPs have authority to source exercises only from the CCDR's assigned forces (reference (a)). However, when practical, the JFC and JFPs may propose other sourcing solutions. Exercise participation by forces other than those assigned to the CCDR must be coordinated with the CCDR that the unit is assigned or with the Service if the unit is unassigned.

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(5) While Joint National Training Capability events are entered into JTIMS, there is no requirement to enter other Service training events in JTIMS. Entering other Service training events into JTIMS is at the discretion of the FP.

(6) JFC or JFPs do not coordinate force sourcing for Service training events. The FP does coordinate laterally to request and source Service training requirements, primarily through the JS J-7 hosted Joint Training Coordination Program process.

(7) In accordance with reference (aa), action taken in JTIMS is followed by appropriate actions in JOPES IT to ensure transportation requirements are met. No direct JTIMS to JOPES IT connection exists.

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ENCLOSURE F

SECRETARY OF DEFENSE ORDERS BOOK AND SECRETARY DECISIONS

1. Purpose. The SDOB is the way the Chairman presents all orders to the SecDef for approval. This requires a disciplined process to ensure Chairman's recommendations are timely and fully informed. This enclosure specifies the SDOB process.
2. Statutory Requirements. Title 10, U.S. Code, section 151 requires the Chairman to provide differing opinions of the members of the JCS and CCDRs with recommendations to the President or SecDef. Title 10, U.S. Code also requires the Chairman to establish procedures to ensure advice and recommendations are not unduly delayed by reason of late submission of other opinions. These SDOB procedures ensure that the Chairman's advice and recommendations to the SecDef are not unduly delayed by receiving the differing opinions (concurrence or nonconcurrence) of the other members of the JCS and CCDRs.
3. Secretary of Defense Orders Book Responsibilities. The JS J-35, supported by the JFC, JFPs, and JS SMEs, is responsible for SDOB preparation, staffing, and presentation to the SecDef via the Chairman. The SDOB is normally presented to the SecDef every three weeks, with special SDOBs scheduled as conditions warrant. The JS J-3 obtains SecDef approval, through the SDOB process on all proposed orders and MODs that require SecDef approval. If the SDOB includes a MOD to the GFMAP, the JS J-35 also ensures proper GFMAP formatting. The JS J-3 is responsible for ensuring the SDOB is:
 - a. Properly formatted.
 - b. Briefing the JS Directorates, OSD, and the Chairman.
 - c. Briefing the SecDef.
4. Secretary of Defense Orders Book Actions. Each brief in the SDOB is a separate tab. Actions included in the SDOB for SecDef approval include but are not limited to the following:
 - a. EXORD.
 - b. DEPORD.
 - c. GFMAP and MODs.
 - d. PTDO.

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e. NATO FORCEPREP. As outlined in Enclosure C, paragraph 11.d., JS J-35 prepares, staffs, and briefs a FORCEPREP message, serving as the authority for USNMR to notify NATO of the forces applied to the mission, in parallel with the GFMAP Annex. The GFMAP Annex and FORCEPREP message are normally in the same SDOB.

f. Reserve Component Alert and Mobilization Orders Requiring Secretary of Defense Approval. Per reference (a) and SecDef Memorandum, 15 February 2018, "Delegation of Authority to Approve Certain Involuntary Activations of Reserve Component Units" (reference (uu)), the SecDef is the approval authority for involuntary activation of individual RC members who receive less than 120 days advance notification and the involuntary activation of RC units with less than 60 days advance notification. Reference (vv) provides more information on the mobilization process.

g. Changes to the CFMA per reference (gg).

h. Modification of CCDR authorities or previous SecDef decisions and orders.

i. Orders for integrated Joint special technical operations involving special access programs are included in the SDOB as parallel tabs.

5. Secretary of Defense Orders Book Analysis. Regularly scheduled SDOB briefings contain analysis of the GFMAP, to include:

a. Cumulative incremental costs from the GFMAP base order.

b. Summary of deviations from the GFMAP base order.

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

(1) JFC or JFP sourcing recommendations containing stressed FEs must be identified in the SDOB.

(2) The SDOB 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. Forecast of upcoming topics for the SDOB.

6. Risk. The risks of allocation sourcing recommendations is included in the SDOB to provide the best information up the chain of command to support the SDOB briefer informing the SecDef in making the most informed decision

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possible. References (a) and (g) provide a detailed discussion of risk. All risk statements indicating high military risk must be endorsed by the CCDR, Service Chief, or DoD agency director.

a. 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 category:

- (1) Readiness.
- (2) Modernization.
- (3) Stress to force.
- (4) Funding.

b. CCDR operational risk statements must address the nature of the risk and any potential mitigation for each of the following topic category:

- (1) CCDR mission impacts.
- (2) Ally and partner impacts.
- (3) Exercises missed.

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

d. The written risk statements for each of the topic category must address the nature of the risk, who incurs the risk, the duration of the risk, and potential risk mitigations.

7. Secretary of Defense Orders Book Timeline. The SDOB is normally a three-week process determined by the availability of the SecDef. Special SDOBs obtain SecDef decisions or notifications for time-sensitive actions that cannot wait until the next regular SDOB. When required, special SDOBs carry time-sensitive orders, but CCDRs should not assume a special SDOB when planning force requests. Strict adherence to this timeline is necessary to ensure adequate time to properly staff orders and prepare briefing materials for senior leadership. JS J-35 schedules and announces the dates and times of SDOB briefings to JS and OSD leadership. All times are no later than deadlines and are relative to the date that the SDOB is scheduled (e.g., SDOB-15 is read "SDOB minus 15 days" and indicates that the product described in the timeline is due no later than 15 days before the scheduled SDOB):

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a. SDOB Day-22 to SDOB Day-17 (three weeks prior to SDOB). JS J-35 staffs draft GFMAP Annexes A, B, C, D, F, and G for CCDR, Service, OSD, JS, and DoD Agency coordination with a JS action tasking.

(1) Per reference (a), when the JFC staffs the fiscal year GFMAP base order and subsequent MODs, all nonconcurrences must be endorsed by the CCDR, Service Chief, or DoD agency director. These must be communicated with a signed risk statement or memorandum.

(2) Nonconcurs must include a statement that identifies the tangible and quantifiable assessment of the limiting factors, risk, and impacts. References (a) and (g) specify risk statement requirements and format.

(3) Nonconcurs or high risk are only presented in the SDOB when accompanied by the CCDR, Service Chief, or DoD agency director risk statement or memorandum.

(4) JS J-8 assesses the impacts of allocation recommendations on directed readiness.

b. SDOB Day-15. JS action staffing responses are due to JS J-35. A lack of a FP response assumes the FP can source the capability. A lack of a CCDR response assumes the CCDR accepts the sourcing recommendation.

c. SDOB Day-14 to SDOB Day-9. JFC staffs additional versions of the draft GFMAP Annexes, as required, to capture requirements that must be ordered before the next scheduled SDOB.

d. SDOB Day-13. SDOB briefer preparation:

(1) JS AOs submit order package to the JS J-35 JOD-GFM division. Packages include all requisite briefing formats and background information.

(2) J-35 coordinates closely with JS directorates, and OCJCS when developing SDOB 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 Chairman's SDOB brief:

(a) Joint Staff and Office of the Chairman of the Joint Chiefs of Staff (OCJCS).

1. JS J-1.

2. JS J-5.

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3. JS J-8.
4. OCJCS Legal Counsel.
5. OCJCS Legislative Affairs.
6. OCJCS Public Affairs.

(b) Department of Defense

1. Office of the General Counsel (OGC).
2. Assistant Secretary of Defense for Public Affairs.
3. USD(I&S).
4. USD(P).
5. Under Secretary of Defense for Personnel and Readiness (USD(P&R)).

(3) Initial SDOB Review with the JS 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 SDOB.

(4) SDOB Briefer Preparation. As SMEs, JS AOs have the responsibility to ensure that the SDOB briefer is adequately prepared with a solid working knowledge of the action to assist the Chairman when providing military advice to the SecDef. AOs identify any contentious elements or staffing issues that have not been resolved.

e. SDOB Day-8. SDOB brief to JS J-35 Deputy Director for Regional Operations and Force Management (DDRO). Any changes after this brief must be approved by DDRO.

f. SDOB Day-7. SDOB brief to Joint Staff Director for Operations (DJ-3). Any changes after this brief must be approved by DJ-3. SDOB brief to the Director of the Joint Staff (DJS), as requested.

g. SDOB Day-6 to SDOB Day-3. SDOB briefs to the USD(P), USD(I&S), USD(P&R), and the DoD OGC.

h. SDOB Day-2. SDOB brief to Chairman or Vice Chairman of the Joint Chiefs of Staff, as required. CJCS or Vice Chairman of the Joint Chiefs of Staff documents approval of recommendations by initialing applicable tabs. No

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changes take place to the SDOB after this point, unless directed by the Chairman or Vice Chairman.

i. SDOB Day-1. No later than delivery of SecDef read-ahead binder, brief SecDef Senior Military Assistant.

j. SDOB Day. The J-35 briefer reviews the facts bearing on the problem, staffing issues, and Chairman recommendation with the SecDef. Attendees to this meeting include the Deputy Secretary of Defense (DepSecDef), USD(P), USD(P&R), USD(I&S), OGC, CJCS, Vice Chairman of the Joint Chiefs of Staff, DJS, Joint Staff Director for Intelligence, DJ-3, DDRO, and the J-35 JOD-GFM Chief. SDOB approval or disapproval occurs at this time.

k. Post SDOB. Following the SDOB brief with the SecDef, the JS J-35 announces the results with a “hot wash” e-mail. AOs then adjust orders based on SecDef decisions and finalize orders for release.

(1) Following SecDef approval, the JS J-35 posts the consolidated GFMAP and annexes, orders, and each MOD to the GFMAP and Annexes on reference (j).

(2) If changes to the JFP sourcing recommendations were directed during the SDOB briefing, the JS J-35 informs the JFC or applicable JFP to make directed changes to the orders data in JCRM. The JFC or JFP updates the necessary data in JCRM and re-generates the draft GFMAP Annexes, which are then posted on reference (j). JCRM is the authoritative data source for GFM allocation data. **As the authoritative data source on allocation data used in other IT systems, the order data in JCRM must match the data in the SecDef-approved GFMAP Annexes on reference (j).**

1. SDOB Timeline Exceptions. JS considers all force requests on a case-by-case basis to provide CCDRs the required forces by the requested start dates. However, no new RFFs or JMDs are considered inside the 30 days prior to the SecDef's SDOB brief timeline unless the DJ-3 deems it necessary. Only immediate requests go forward to the SecDef with less than 30 days from SDOB brief to start date. Sourcing of immediate requests can be placed in a scheduled SDOB or, if required, presented in a special SDOB.

(1) For routine RFFs, if FPs are unable to meet the requested start date, the JS J-35 informs the SecDef and supported CCDR (or agent, if RFA) and determines the sourcing way ahead. The way ahead 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.

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(a) The JS J-35 informs the JS DJ-3 if a start date might be missed. This can be any FTN that is not fully ordered, either sourced or closed without sourcing, before the start date requested or alternate date agreed to by the CCDR. The DDRO may brief the requirement impacted in a GO/FO force sourcing secure video teleconference (GO/FO SVTC).

(b) The JS J-3 notifies the SecDef and supported CCDR that a start date might be missed or the inability to source a CCDR's wartime requirement. However, requests for capabilities that are not core competencies of any of the Services or DoD Agencies might require additional JFC or JFP staffing with the FPs.

(2) For urgent RFFs, if FPs are unable to meet the short-notice start date, the JS J-3 informs the SecDef, via the Chairman, and supported CCDR and determines the sourcing way ahead. The way ahead identifies an achievable start date or includes a statement identifying which element of the RFF the FPs were unable to meet. See Enclosure H for a description of the latest arrival date (LAD) shift process.

(3) 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 (VOCO may be used to support the initial response). The SecDef may direct the Chairman, or a representative, to release DEPORDs for specified deployments to accelerate the response. The VOCO from the JS DJ-3 or other GO/FO authority is passed using the most expedient means.

(4) All VOCO force requests and sourcing solutions must be recorded in JCRM and the GFMAP Annexes as soon as practicable, allowing the force flow documentation and addressing impacts.

(5) VOCO is supportable with forces that are resident within the DoD inventory and tasked-organized for employment. It might not be supportable with nonstandard forces due to organize, train, and equip timelines. Nonstandard requests must include a clearly defined mission statement, CONOPS, METL, etc., to conduct an adequate troop to task analysis. This analysis might not support VOCO timelines.

(6) In the event that sourcing solutions cannot be identified for requested forces, the following procedures are followed:

(a) At 90 days past the requested start date, the Chairman directs the JFC or JFP to justify (including binning data) why the requirement cannot be fully sourced.

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(b) Upon receipt of the JFC or JFP justification and binning data, and on the basis that the requested start date has passed and is no longer achievable, the Chairman may suspend sourcing efforts.

(c) If suspended, the Chairman 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 MOD with an achievable start date as indicated by the JFC or JFP.
2. Submit suitable ILO options with achievable start date to improve sourcing opportunities.
3. Concur with an entry in JCRM and the GFMAP Annex for the current fiscal year registering an unfilled demand signal while maintaining sourcing efforts for subsequent years. This is done by annotating the FP as “None” and the number of passengers (PAX) that are being closed without sourcing in JCRM and the GFMAP Annex for the current fiscal year FTN.
4. Cancel the RFF if the capability is no longer required.

(7) After review, the Chairman may recommend that the SecDef close the RFF. If the SecDef orders the RFF closed, the force requests are closed by annotating the FP as “None” and the number of PAX in JCRM and the applicable GFMAP Annex for the current and future fiscal years.

(8) For JIA emergent requirements (JMD request message), the JS J-35 reviews the JFC sourcing recommendation in draft GFMAP Annex D and submit the annex to the next MOD to the GFMAP via the SDOB. Once approved, the JS J-35 releases a MOD to the FY GFMAP Annex D.

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ENCLOSURE G

PUBLISH ORDER: GLOBAL FORCE MANAGEMENT ALLOCATION PLAN

1. Global Force Management Allocation Plan Overview. The GFMAP is a SecDef-approved order, by fiscal year, that directs the transfer and attachment of forces from FPs to supported CCDRs with a specified C2 relationship for a specified period of time. It authorizes force allocations and deployment of forces to source CCDRs' force and JIA requirements.

a. Global Force Management Allocation Plan Base Order and Annexes. The GFMAP Base Order is the first order of the fiscal year that tasks FPs to provide forces supporting CCDR requirements for a fiscal year. It is published by the JS J-3 and consists of a message and annexes. The GFMAP message contains authorities and specific guidance for CCMDs, Services, and DoD Agencies. GFMAP Annexes contain all the information inherent within a written order, and authorize JFPs to order forces in subsequent GFMAP Annex Schedules. Annexes A through D, F, and G to the GFMAP are published in Excel spreadsheet format; Annex E is a Word document. The GFMAP Annexes are:

(1) Annex A: conventional forces (includes the conventional forces schedule)—JS JFC.

(2) Annex B: special operations forces—USSOCOM.

(3) Annex C: mobility forces—USTRANSCOM.

(4) Annex D: JTF JMD JIA (includes the additional detail of the Annex D Schedule)—JS JFC.

(5) Annex E: CCMD coordinating instructions (accompanies the GFMAP base DEPORD to provide coordinating instructions specific to supported CCMDs and is modified through the year as required)—JS JFC.

(6) Annex F: cyberspace forces—USCYBERCOM.

(7) Annex G: space forces—USSPACECOM.

(8) When GFMAP annexes are published, the JFPs publish supporting GFMAP annex schedules to the GFMAP Annexes B, C, F, and G. These JFP GFMAP Annex Schedules are DEPORDs to the FPs.

b. Annexes and Schedules. The content of SecDef-approved annexes forms the basis of the JFP GFMAP Annex Schedules. The GFMAP Annex transmits SecDef decisions to allocate forces to supported CCDRs. The GFMAP also

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delegates authority and responsibility for the JFPs to manage the deployment per the JFP change authorities specified in reference (a) and to publish authorized changes in the JFP GFMAP Annex Schedules. The JFC documents authorized changes in the GFMAP Annex A and D.

c. All CCDRs and FPs support the JFC and JFPs planning and deploy forces specified in the GFMAP Annexes A and D and the JFP GFMAP Annex Schedules B, C, F, and G.

d. The GFMAP Annexes A and D and JFP GFMAP Annex Schedules B, C, F, and G task FPs with allocating forces to supported CCDRs.

e. Unit identification in the GFMAP Annexes and Schedules is only required for major combat formations, such as BCTs, nuclear-powered aircraft carrier (CVN) and USMC battalion (BN). Only unit changes to major combat formations require updates to the applicable GFMAP annex or schedule.

f. Although the JFC or JFP provide the sourcing recommendation, including the planned unit to deploy to meet the CCDR requirement, the unit identified in the JFC or JFP recommendation reflects a snapshot of the deployment schedule when the FP nomination was submitted. As units prepare to deploy, deployment schedules remain dynamic. Changes to deployment schedules are caused by additional emergent requirements tasked to FPs, mission completion with force redeployments, challenges in the preparation of units, and other factors.

(1) The GFMAP and the annexes provide SecDef direction to the JFPs and ordered FPs to identify forces, units, and individuals for deployment.

(2) Unit sourcing below the BCT and major combat formation is visible in the JOPEs IT. For allocated forces, each ULN must reference the FTN and FTN line number associated with the requested and ordered capability. This associates the force requirement to the supported CDR and traces SecDef authority to allocate the force required for the TPFDD validation process to the GFMAP annexes and the JFP GFMAP annex schedules.

g. MODs to the GFMAP Base Order provide flexibility to adjust the force posture and CCDR requirements and continually refines the Top-down Allocation Guidance. New CCMD missions and operations may require additional forces. Completed missions may require redeploying forces no longer needed. JFPs publish MODs to their respective JFP annex schedules in their entirety and supersede previous versions as directed by the SecDef via MODs to the GFMAP Annexes. JS J-35 posts MODs to the GFMAP message and Annexes on reference (j) as well as posting consolidated GFMAP message

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and annexes. This allows the JPEC to reference a single consolidated order rather than each organization manually consolidating many MODs to the GFMAP, annexes, and schedules.

h. All ordered FPs publish DEPORDs implementing the orders in the GFMAP Annexes A and D and in JFP GFMAP Annex Schedules. Supported CCDRs issue orders establishing C2 relationships of forces in their AOR. Orders and global sourcing solution messages concerning force allocation requirements must identify FTNs (and FTN line numbers) for forces associated with referenced requirements (or FMTS position numbers for JIAs). All Services and commands must use the FTN, FTN line number, and FMTS position numbers in their respective systems and tools to facilitate comparing data for the same requirement between systems. Forces and individuals deploying should be able to trace their DEPORDs back to the CCDR requirement and ordered sourcing solution via the FTN and FTN line number or FMTS position number.

i. If a force allocated to a CCDR is subsequently allocated to another CCDR, the ordered FP remains with the assigned CCDR or Service.

j. Unless directed otherwise, such as in the order remarks, internal rotations are authorized (See Enclosure E, paragraph 5.b.). Figure 5 in Enclosure H depicts notional force rotation timelines for departing and incoming units.

k. CCMDs, Services, and DoD Agencies must use JOPES IT to document and execute the movement of forces per the deployment guidance in the GFMAP Annexes A and D and the JFP GFMAP Annex Schedules. Execution guidance is contained in Enclosure H.

2. Global Force Management Allocation Plan Annexes A through C, F, and G. The GFMAP Annexes and JFP GFMAP Annex Schedules are published in spreadsheet format. The JFP GFMAP Annex Schedules contain all the information in the GFMAP Annex and all MODs. FPs should reference the GFMAP Annexes A and D and JFP GFMAP Annex Schedules for the most current and complete DEPORD. Additional details regarding each data field are contained in Enclosure I.

a. Purple Column Headers. Table 3 lists the spreadsheet data columns in the GFMAP Annexes A, B, C, F, and G (purple column headers labels in the annex file). Current GFMAP Annexes are posted on reference (j). The SecDef approves information displayed in the purple columns. The titles in quotes are the corresponding names for the JCRM data fields.

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Column	Label	Column	Label
A	FTN	I	Start_Date (LAD/INCHOP/PTDO) “Order Start Date”
B	FTN Line Number “JFP/C FTN Line Num”	J	End_Date (BOG ¹ /OUTCHOP/PTDO) “Order End Date”
C	Operation	K	Location “Order Deployment Location”
D	Supported CCDR “Order Combatant Command”	L	Country “Order Country”
E	Capability Type “Nomenclature”	M	JCS Notes/Remarks “Order CJCS Order Remarks”
F	Number/Presence “Order Amt”	N	JFP “Order JFP”
G	Sourcing CCDR/Service/Agency “Order CCMD/Service/Agency”	O	CJCS GFM Mod “Order Mod Name”
H	PTDO (Days) “Order PTDO Days”		

Table 3. Data Field Labels in Global Force Management Allocation Plan
Annexes A, B, C, F, and G.

¹The legacy term, “boots on the ground” as “BOG,” appears in the spreadsheet headers for historic reference.

(1) Force Tracking Number. The FTN for the CCDR requirement is listed in the first column.

(2) Force Tracking Number Line Number. The FTN line number is in the second column. FTN line numbers are assigned to each recommended and ordered “part” (such as different FPs or different rotations) of a sourcing solution. When paired with the FTN, a line number uniquely identifies the ordered sourcing solution. The JFP recommendation FTN line number enables the GFMAP Annexes A, B, C, F, and G to have unique lines for each rotation or for each ordered “part” of a sourcing solution for the FTN. For example, a rotation of Army AC and Army RC forces have two line numbers (1 and 2). The

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second rotation might have line numbers 3 and 4. More than one line number can either represent multiple rotations or separate partial sourcing solutions with more than one FP.

(3) Operation. The primary operation for the force requested in the FTN.

(4) Supported Combatant Commander. The CCDR who submitted the requirement and assumes OPCON of the allocated force, unless otherwise stated in the JCS "Notes/Remarks" field.

(5) Capability Type. The capability type is the nomenclature of the requirement identified by the supported CCDR in the FTN.

(6) Number or Presence. The number or presence is the amount of forces deploying to meet the requirement as stated in the FTN. Usually this is one, indicating a whole solution, except in the event of multiple or partial sourcing solutions. Partial sourcing of a requirement is indicated by a decimal figure representing the percentage sourced.

(7) Sourcing Combatant Commander, Services, or Agency. The sourcing CCDR, Service, or agency is the organization being ordered to deploy the force to meet the requirement.

(8) Prepare To Deploy Order (Days). The number of days the unit is required to be ready to deploy upon receipt of order to deploy (or activation order). Unit(s) are ordered to be on PTDO status beginning on the start date and ending on the ordered end date. PTDOs are ordered in the same manner as other requirements with the exception that the start date and end date designate the PTDO period.

(9) Start Date (LAD or in-CHOP (maritime) or PTDO). The ordered start date is the date the force is directed to transfer to the supported CCMD. Forces physically deploying transfer when personnel and equipment arrives in the supported CCDR's AOR to begin JRSOI, normally at the POD. For many forces this closely corresponds with the LAD. Forces must arrive or depart plus or minus 10 days from the ordered start or end date (reference (a)). For most naval forces, this specifies the numbered fleet AOR in-CHOP (AOR entry) date. FPs and supported CCDRs should reference the GFMAP Annexes A and D and the JFP GFMAP Annex Schedules to determine the ordered start date.

(10) End Date (Out-CHOP (maritime) or PTDO). This is normally the last day the forces are in the ordered AOR. For naval forces, this specifies the AOR out-CHOP date.

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(11) Location and Country. The location and country are the location and country specified by the supported CCDR in the FTN.

(12) Joint Chiefs of Staff Notes and Remarks Field. The “JCS Notes/Remarks” field includes the details of tasking contained in that row of the recommended sourcing solution. The FP nomination and JFP recommendation should include recommended wording in the JCRM CJCS order remarks data field for the JCS notes and remarks comments in the GFMAP Annex such as amplifying guidance for C2 relationships, or other directive information as required. For PTDO this field includes the activation authority for the PTDO (supported CCDR or SecDef) and any notification requirement of activating a PTDO. If no PTDO activation authority is specified, the SecDef is the PTDO activation authority. Additionally, the remarks must explain any partial solution ordered by clearly stating what is, and what is not, sourced.

(13) Joint Force Provider. The JS assigns FTNs to the JFC and JFPs.

(14) Chairman of the Joint Chiefs of Staff Global Force Management Modification. The CJCS GFM MOD is the GFMAP MOD number in which the FTN and FTN line number were allocated.

b. Yellow Column Headers. Additional data fields (yellow column headers in the annex file) with each JFP Annex Schedule is shown in Table 4. The pertinent JFP or the JFC approves the information displayed in yellow columns. The titles in quotes are the corresponding names for the JCRM data fields.

Column	Label	Column	Label
P	Sourcing Component “Order Component”	S	Service “JFP/C Service”
Q	JRC	T	Sourcing Compo (AC/Res/Guard) “Order Component”
R	RFFID		

Table 4. Additional Data Field Labels in Joint Force Provider Annex Schedules

c. Gray Column Headers. Table 5 shows additional information (gray column headers in the annex file) provided with each GFMAP Annex A, B, C, F, and G sourcing solution. Gray columns display additional data from the sourcing recommendation in JCRM. The titles in quotes are the corresponding names for the JCRM data fields.

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Column	Label	Column	Label
U	Supported Subordinate Command "Order Subordinate Command"	AJ	Joint Solution "JFP/C Joint Force"
V	Joint Priority	AK	In-Lieu-Of Solution
W	Unit Name "JFP/C Unit Name"	AL	Ad-Hoc Solution
X	UIC "JFP/C UIC"	AM	Service Red Line Violation
Y	Non-standard Y/N	AN	Home Station
Z	PTDO Requested "PTDO"	AO	Home State
AA	Requested PTDO Response Time "PTDO Response Time"	AP	Request for Assigned Force
AB	PTDO (Days/Hours) "PTDO Response Type"	AQ	06 Name
AC	Ordered PAX	AR	06 Date
AD	Requested Number/ Presence "Req Amt"	AS	Nomination Rescinded
AE	Requested PAX "Est PAX"	AT	Superseded Row
AF	Requested Internal Rotation "Internal Rotations"	AU	Requirement Type
AG	JS Binning "JFP/C JS Binning"	AV	Mission
AH	DWELL "JFP/C Dwell"	AW	Capability
AI	BOG DWELL "JFP/C D2D RATIO"	AX	Aircraft Type JFP/C Aircraft Type

Table 5. Additional information for Annexes A, B, C, F, and G

3. Reading Global Force Management Allocation Plan Annex D. Table 6 shows the columns and information labels in the GFMAP Annex D spreadsheet. Directions on how to read GFMAP Annex D are provided below:

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Column	Label	Column	Label
A	Supported CCMD	L	Skill Category
B	FMTS Activity	M	Job Code
C	Activity	N	Tour Length
D	NATO ID	O	LAD
E	Position	P	End Date
F	Ordered	Q	Remarks
G	Force Provider	R	Department
H	Billet Title	S	Location
I	Grade	T	JS MOD
J	Clearance	U	JFC MOD
K	Skill Code	V	Notes

Table 6. Global Force Management Allocation Plan Annex D Columns

- a. Columns A through E. Lists JIA requirements by supported CCMD, FMTS activity number, activity (specific JMD or JTF), NATO identification (ID) (if applicable), and FMTS position number (columns A through E).
- b. Columns F and G. The ordered column (column F) indicates whether or not a FP has been ordered by the SecDef to source the requirement. The ordered FP is indicated in column G.
- c. Columns H through K. Provides details as to the position title, grade, clearance, and skill code of the requirement.
- d. Column L. Indicates the skill category of the requirement from a joint sourcing perspective. The skill category groups like requirements by function (e.g., intel, PA, security, and logistics).
- e. Column M. Indicates the job code (DoD occupational code) that corresponds to each skill code.

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- f. Column N. Indicates the required tour length.
- g. Column O. Indicates the LAD. Requirements listed as rotational are continuing from the previous fiscal year when the ordered FP continues providing JIAs according to the current rotation.
- h. Column P. Indicates the ordered end date for the FP to source the requirement.
- i. Column Q. Includes additional instructions and requirements pertinent for FPs when sourcing the position. Specific positions filled only by RC or civilian volunteers are indicated with a remark in this column.
- j. Column R. Indicates the department within the JMD.
- k. Column S. Indicates the location.
- l. Column T and U. Indicate which JS or JFC MOD ordered, changed, or deleted the requirements.
- m. Column V. Includes any additional notes pertinent to an ordered, changed, or deleted requirement.

4. Coordinating Instructions

a. Command Relationships. The SecDef directs the transfer of forces and individuals to the supported CCMD in the GFMAP Annexes. The GFMAP Annexes also specify the SecDef-directed command relationships for the supported CCDRs to exercise over allocated forces and individuals. Per reference (v), with the exception of COCOM, CCDRs have the discretion to delegate all or some of the authorities inherent in the specified command relationship to subordinate commanders. Unless otherwise specified in the GFMAP or in a separate SecDef-approved order, command relationships are as follows:

(1) Deploying Forces. Unless otherwise specified, supported CCDRs accept deploying forces and exercise OPCON, or other specified command relationship, upon arrival in their AOR. CCDRs relinquish OPCON, or other command relationship of redeploying forces upon departure from their AOR.

(2) Forces Employed-in-Place. Forces that do not physically deploy transfer on the ordered start date and the supported CCDR exercises the specified command and control relationship immediately upon the transfer. These forces transfer back to the force provider on the ordered end date.

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(3) In the United States Northern Command (USNORTHCOM) AOR, forces deploy and redeploy to and from a joint operations area (JOA). CDRUSNORTHCOM assumes OPCON of allocated forces upon arrival in the JOA and relinquishes OPCON, or other specified command relationship, when they depart the JOA. CDRUSELEMNORAD assumes OPCON of allocated forces upon arrival at the designated operating location. This can be the home station of the unit or as specified in the CJCS remarks in the respective GFMAP Annex.

(4) Forces supporting NATO. Supported CCDRs assume OPCON of deploying forces supporting NATO and, if directed in the “JCS Notes/Remarks” field, transfer appropriate authority to the appropriate NATO CDR. The specified C2 relationship is included in the CJCS order remarks in the respective GFMAP Annex and the SecDef-approved FORCEPREP Order.

(5) The Secretaries of the Military Departments and the USCG Commandant that are providing unassigned forces deploy and attach forces to the supported CCDR. The supported CCDR exercises OPCON, or other command relationship if specified, of attached forces upon arrival in their AOR. Upon redeployment, supported CCDRs transfer and relinquish C2 (e.g., OPCON or TACON) of forces when they depart their AOR.

b. Individual Personnel Reassignment. Secretaries of the Military Departments have the authority to reassign individuals from one CCDR assigned unit to another unit. Such reassignments must not degrade the originating unit capability below the former CCDR’s mission requirements as measured by Service readiness reporting. Service components coordinate individual reassignments between CCDRs’ assigned and allocated units. Contentious individual taskings are resolved between the CCDR and Military Department Secretary.

c. Deployment Destinations and Force Flow. Deployment destinations and force flow may be modified by the supported CCDRs based on the current situation in their AOR. CCDRs must seek SecDef approval via the JFC or JFP when combat forces at the battalion or squadron level or above are moved from one SecDef-named operation or campaign plan to another. SecDef approval is also required if re-missioning forces has strategic implications. It is the responsibility of the CCDRs to ensure required training is given to the force due to the change in location.

(1) When moving units between named operations or changing their mission, the supported CCDRs must notify the JS, the JFC or JFP, the supporting CCDR, and Service. CCDRs should provide a minimum of 21-day notice to allow for review and comment.

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(2) The JFC or JFPs update draft GFMAP Annexes for changes to forces moved from one SecDef-named operation or campaign plan to another. Upon SecDef approval and the JS J-35 posting the GFMAP Annex MOD, the JFPs publish a MOD to the JFP GFMAP Annex Schedules.

5. Supplemental Guidance for Maritime Forces

a. AOR Change of Operational Control dates. Unless specified in GFMAP Annex A, homeport depart and return dates are at the discretion of the naval Service and are coordinated with the JFC to meet scheduled CHOP dates. Changes to AOR CHOP dates that affect scheduled homeport depart or return dates require naval Service concurrence.

b. Transitory Presence. Transitory presence within an AOR counts towards meeting overall presence levels.

c. Service-retained Maritime Forces. Service-retained maritime forces conducting Service training, maintenance, or other Service Secretary responsibilities in title 10, U.S. Code, sections 7013, 8013, or 9013 in a CCMD's AOR do not transfer to that CCMD, unless directed. Service-retained maritime forces are transferred to a CCMD to conduct operational missions in the CCMD's AOR, including deployed transiting forces, unless otherwise directed. The SecDef direction to transfer forces is communicated in the GFMAP Annex.

d. Maritime Weapons Management. CDR, USFFC is the SecDef-designated TLAM and SM-3 missile inventory manager. Published numbers in the GFMAP Annex A for these assets are minimum presence amounts. USFFC selects storage locations to optimize allocation and direct missile loads for deploying ships and submarines. USFFC may go beyond the ordered presence amount to manage inventories, as needed.

6. Supplemental Guidance for Commander, United States Special Operations Command. CDRUSSOCOM is granted specific authorities to deploy SOF in EXORDs.

7. Joint Force Coordinator and Joint Force Provider Global Force Management Allocation Plan Change Authorities. Reference (a) contains the SecDef authorities delegated to the JFC and JFPs to make changes to the GFMAP. These change authorities are subject to the concurrence of affected CCDRs, FPs, and Military Departments or Services. The JFC or JFPs must forward nonconcurs to the JS for inclusion in the SDOB. Authorities not explicitly granted to the JFC or JFPs require SecDef approval.

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a. Force Substitution. The JFC or JFPs are granted the authority to substitute one capability with another in order to provide similar capability. If the substitution changes the FP for a force battalion or squadron size or above or those that have strategic implications, changes require SecDef approval to modify GFMAP Annexes. Changing sourcing between components (i.e., AC or RC) also requires SecDef approval.

b. Force Provider Changes. The JFC and JFPs are authorized to change the GFMAP ordered force provider for force requirements smaller than battalion or squadron size that do not have strategic implications. All affected FPs, Military Departments or Services, and CCMDs must concur. These changes are ordered in MODs to the JFP GFMAP Annex Schedules or GFMAP Annexes A or D. This additional authority allows the JFC and JFPs to minimize risk by quickly identifying and ordering new force providers in response to reclamation.

c. Flag or Pennant Substitution. The JFC or JFPs are granted the authority to substitute one unit with another unit for force requirements smaller than battalion or squadron size that do not have strategic implications.

d. Start and End Date Compliance. Supported CCDRs and FPs must comply with the ordered start and end dates specified in GFMAP Annexes A and D, and JFP GFMAP Annex Schedules B, C, F, and G. Forces are directed to transfer to the supported CCDC on the ordered start date. The supported CCDC is directed to transfer forces and relinquish C2 on the ordered end date. Forces that physically deploy must arrive in or depart the AOR plus or minus 10 days from the ordered start or end date. This 10-day variance allows supported and supporting CCDRs, FPs, and Services to coordinate movement of forces and related transportation timing and support requirements as appropriate.

e. Start and End Date Changes. The JFC or JFPs are granted the authority to change ordered start and end dates less than or equal to 30 days to align force rotation and turnover correctly within the following limits:

(1) For forces smaller than battalion or squadron size that do not have strategic implications, the JFC or JFPs are authorized changes less than or equal to 30 days from the ordered start or end date to the GFMAP Annexes.

(2) Changes to ordered start and end dates for all units at the battalion or squadron size or above, or for units that have strategic implications, require SecDef approval.

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(3) Start and end date changes that extend a deployment greater than 365 days, or greater than 30 days beyond a deployment that is less than or equal to 365 days, require SecDef approval.

(4) The JFC or JFPs are authorized to change PTDO start and end dates less than or equal to 30 days from the SecDef-approved PTDO start or end date. Changes to PTDO response times require SecDef approval.

(5) All start and end date changes are ordered in respective GFMAP annexes and schedules.

(6) Ordered date change request messages should be submitted no later than 90 days prior to the start or end date being submitted for change.

f. Joint Individual Augmentee Substitutions. For JIA and ad-hoc requirements, the JFC, in coordination with the FP, recommends substitutions. This can be based on grade, skill, security clearance, tour length, billet title, remarks, or activity. Unless specifically prohibited by the supported CCDR in the requirement description, grade level substitutions can be made up or down one pay grade without seeking CCDR concurrence. Pay grade substitutions more than one pay grade must have CCDR concurrence. The JFC is granted authority to cancel JIA and ad-hoc tasking to FPs based on supported CCDR reductions of JIA and force requirements. The JS J-3 publishes all changes in the GFMAP Annexes.

g. Reserve Component Substitutions. RC forces are subject to the following restraints per references (a) and (vv):

(1) CCDRs do not have the authority to unilaterally extend the deployment or operational mission length of an RC unit or member, even if replacement forces for that unit or member have not arrived as scheduled. This authority remains exclusively with the Secretaries of the Military Departments and the Secretary of Defense.

(2) CCDRs do not have unilateral authority to adjust the employment or operational mission start date of an RC unit or member earlier or later than the originally approved start date. This authority remains exclusively with the Secretaries of the Military Departments and the SecDef.

h. Procedures to initiate changes to the GFMAP Annexes and Schedules are further discussed in Enclosure H.

8. Global Force Management Allocation Plan and Other United States Government Departments and Agencies. The GFMAP allocates forces from one CCDR, Service Secretary, or a Director of DoD Agency to the supported CCDR.

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In some instances, USG departments and agencies outside the DoD might have a capability that can meet the needs of a CCDR stated force requirement. When a non-DoD department or agency commits to sourcing a CCMD operational force requirement, the sourcing of the requirement is documented in a GFMAP Annex. The GFMAP communicates to the supported CCDR the sourcing of a requirement from a USG agency. The SecDef does not have authority over other USG departments and agencies, and the GFMAP Annexes and JFP GFMAP Annex Schedules do not have the power of an order for these instances.

9. Exercise Forces. Exercise forces are normally not included in the GFMAP. Units normally deploy to exercises by Service orders under the title 10 authority of the Secretary of the Military Department, since exercises supplement the units' training. Unless otherwise specified by the SecDef, a CCDR has TACON for exercise purposes whenever forces not assigned to that CCMD undertake exercises in that CCMD's AOR. In the USNORTHCOM AOR, this applies to forces sourced through the joint exercise sourcing process with JTIMS. TACON begins when the forces enter the AOR, and terminates upon departure from the AOR at the completion of the exercise. In the USNORTHCOM AOR, TACON for exercise purposes begins when forces enter the exercise operating area, and terminates when forces leave the operating area. In this context, TACON is directive authority over exercising forces for purposes relating to that exercise only; it does not include authority for operational employment of those forces. In accordance with references (a) and (o) this provision for TACON normally does not apply to USCYBERCOM, USTRANSCOM, USSTRATCOM, or USSPACECOM assets. When USCYBERCOM, USTRANSCOM, USSTRATCOM, or USSPACECOM forces deploy to a CCMD's AOR, they remain assigned to and under the control of their respective deploying CCDR, unless otherwise directed.

10. Joint Force Provider and Service Force Transfer Standard Procedures. Per reference (a), CDRUSSOCOM, CDRUSTRANSCOM, CDRUSCYBERCOM, CDRUSSPACECOM, and the Services are delegated limited authority to transfer assigned or Service-retained forces to CCDRs or CDRUSELEMNORAD to support specific mission requirements. The delegated SecDef authorities to transfer forces are communicated in existing EXORDs and other SecDef-approved guidance. CCDRs and CDRUSELEMNORAD use the normal GFM allocation process for routine and urgent requirements. The following standard procedures are followed to exercise these delegated authorities in time-critical situations:

a. The requesting CCMD, or USELEMNORAD, must coordinate with the JFP or Service and other affected CCMDs at the J-3 level or higher.

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b. If there is concurrence by all affected CCDRs or CDRUSELEMNORAD, the JFP or Service issues an order to effect the transfer of forces specifying the mission, duration, and command relationships relinquished to the supported CCDR. This order is the initial formal notification to the chain of command that forces have been transferred using the SecDef's authority to allocate forces. The addressees on the order includes:

- (1) The Secretary of Defense.
- (2) The Chairman.
- (3) OUSD(P).
- (4) Deputy Assistant Secretary of Defense for Plans.
- (5) ASD(SO/LIC) for SOF.
- (6) OGC.
- (7) JS J-3.
- (8) JFC.
- (9) Affected CCDRs and CDRUSELEMNORAD.
- (10) Affected Service Chiefs and Service HQs.
- (11) Any JS J-Dir or office required by the EXORD.

c. OSD(P), DoD OGC, or both, notifies JS J-3 after receipt of the order if execution of the mission raises significant policy or legal concerns.

d. The JS J-3 notifies the Chairman and SecDef if there are any concerns with the forces being transferred.

e. As soon as practicable the requesting CCMD or USELEMNORAD: establishes a requirement in JCRM, submits an organizational message in RFF format in AMHS, and provides the JFC or JFP a detailed concept of operations. The message contains the same addresses as the initial order. This message completes the formal notification of Department leadership of the use of this delegated authority.

f. The JFC or JFP drafts updates to the appropriate GFMAP Annex and submits the changes for the next available SDOB.

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11. Service Secretary and Combatant Commander Force Transfer Authorities.

Per reference (a), the SecDef granted the Secretaries of the Military Departments, CCDRs, and CDRUSELEMNORAD the authority to transfer assigned or allocated forces to another CCDR or CDRUSELEMNORAD by delegating TACON to another CCDR or CDRUSELEMNORAD, for up to 45 days, to execute authorized missions or operations. This authority is intended to be used only for the initial response in time-critical situations and is not used to circumvent the allocation process.

a. The intent of delegating this authority is to provide Service Secretaries, CCDRs, or CDRUSELEMNORAD additional flexibility in responding to trans-regional, multi-functional, and multi-domain threats. A CCDR's, or CDRUSELEMNORAD's authority to delegate TACON of an assigned or allocated force may be delegated only to the Deputy CCDR. Secretaries of the Military Departments may delegate authority down to the Under Secretary or Service Chief.

b. Exercising this authority requires subsequent notification to the SecDef, via the Chairman, to ensure future GFM decisions are made with an understanding of the current disposition and employment of forces. The authority in this paragraph is in addition to SecDef authorities granted in other EXORDs or guidance, and does not apply to exercising delegated force transfer authorities in previously issued EXORDs or guidance. CCDRs and CDRUSELEMNORAD must use the normal GFM allocation process for routine and urgent requirements.

c. The authority under this paragraph to transfer forces between Services, CCMDs, and USELEMNORAD, by delegating TACON, is subject to all of the following limitations:

(1) Concurrence of all affected Secretaries of the Military Departments, CCDRs, and CDRUSELEMNORAD. Concurrence may be delegated only to the deputy CCDR, Under Secretary, Service Chief, or vice Service Chief.

(2) The size of forces transferred under this authority should be the minimum necessary to execute the specific mission.

(3) The requesting CCDR or CDRUSELEMNORAD has existing legal authority to execute the operation for which the forces are requested.

(4) SecDef-approved authorities and funding sources exist to support the request.

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(5) A Secretary of a Military Department, CCDR, or CDRUSELEMNORAD may transfer forces to another CCDR or CDRUSELEMNORAD for a maximum of 45 days without additional SecDef approval.

(6) The transfer of forces must not affect future deployments, redeployments, and PTDOs already ordered in the GFMAP.

d. The following standard procedures for temporarily transferring forces by delegating TACON to another CCDR or CDRUSELEMNORAD must be followed to exercise this authority:

(1) The requesting CCDR or CDRUSELEMNORAD coordinates with the affected CCDRs and Service Chiefs as applicable. As soon as practicable, the requesting CCDR should inform the JS J-3 of ongoing coordination.

(2) If there is concurrence with all affected CCDRs or CDR, USELEMNORAD, and applicable Service Chiefs, the providing Secretary of the Military Department, CCDR, or CDRUSELEMNORAD issue an order to effect the transfer of the force and delegate TACON to the requesting CCDR or CDRUSELEMNORAD. The order specifies both the mission and expected duration, and references the affected CCDRs', CDRUSELEMNORAD's, and the applicable Secretary of the Military Department's concurrence. This order is the initial formal notification to the chain of command that forces have been transferred using the SecDef's authority to allocate forces. The order is transmitted in Automated Message Handling System and the addressees on the order include:

- (a) The Secretary of Defense.
- (b) Chairman of the Joint Chiefs of Staff.
- (c) OUSD(P).
- (d) Deputy Assistant Secretary of Defense for Plans.
- (e) ASD(SO/LIC) for SOF.
- (f) OUSD(P&R).
- (g) Principal Deputy Assistant Secretary of Defense for Readiness.
- (h) DoD OGC.
- (i) JS J-3.

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(j) JFC.

(k) Affected CCDRs and CDRUSELEMNORAD.

(l) Affected Service Chiefs and Service HQs.

(3) OUSD(P) or OGC notifies the JS J-3 after receipt of the order if execution of the mission raises any significant policy or legal concerns.

(4) The JS J-3 notifies the Chairman and SecDef if there are any concerns with the forces being transferred.

(5) As soon as practicable, the requesting CCMD or USELEMNORAD must:

(a) Establish a requirement in JCRM, with the concept of operations.

(b) Submit an organizational message in AMHS in RFF format. The message contains the same addresses as the initial order. This message completes the formal notification of Department leadership of the use of this delegated authority.

(6) The JFC or JFP draft updates to the appropriate GFMAP Annex and submit the changes for the next available SDOB. This records the transfer of the force in the GFMAP.

(7) The requesting CCDR or CDRUSELEMNORAD must submit an RFF for force requirements that exceed the limitations or scope of this authority, or for requirements initially sourced that are expected to exceed the 45-day limit.

(8) The providing CCDR or CDRUSELEMNORAD maintains COCOM of assigned forces or OPCON of allocated forces (if OPCON was previously designated in the GFMAP).

12. Foreign Disaster Relief Operations. Per reference (a), following SecDef or DepSecDef approval of an foreign disaster relief (FDR) mission and Overseas Humanitarian, Disaster, and Civic Aid funding per DoD Directive 5100.46, "Foreign Disaster Relief," (reference (ww)) the supported CCDR may coordinate directly with FPs and other CCDRs for required support beyond assigned or already allocated forces.

a. The SecDef authorizes CCDRs to transfer requested forces supporting FDR operations to a supported CCDR who would exercise OPCON of those forces for up to 30 days, without additional SecDef approval. A CCDR may

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delegate this authority to transfer forces only to the deputy commander. CDRUSTRANSCOM retains OPCON of assigned mobility forces, but may provide forces to supported CCDRs in a supporting relationship. If the deployment of forces under this authority significantly degrades the supporting CCMD's ability to respond to contingencies in AOR the supported CCDR must seek separate SecDef-approval through the Chairman for the transfer of forces.

b. The SecDef also authorizes the Secretaries of the Military Departments to transfer requested forces for FDR operations to the supported CCDR, who would exercise OPCON for up to 30 days, without additional SecDef-approval. The Secretaries of the Military Departments may delegate this authority to transfer forces only to an Under Secretary or to a Service Chief. If the deployment of forces under this authority will significantly degrade the readiness of particular capabilities, the Secretary of the Military Department concerned must notify the SecDef and the Chairman prior to providing these capabilities to the supported CCDR.

c. The deployment of forces to support FDR operations under these authorities must not affect future deployments already ordered in the GFMAP. The size and scope of forces transferred under this authority should be the minimum necessary to execute the SecDef or DepSecDef approved tasks supporting the FDR operation.

d. Prior to a force deploying to the FDR mission, supported CCDRs must document deployments with the generation of an FTN in JCRM and an organizational message in RFF format sent via AMHS. This deployment is included in a subsequent MOD to the appropriate annex of the GFMAP that captures the deployment and transfer or attachment of forces.

e. Supported CCMDs must submit an RFF for requirements not readily obtained directly from FPs or supporting CCDRs, for requirements that exceed the scope of this authority or for requirements initially sourced that are expected to exceed the 30-day limit.

13. Refueling and Mobility Aircraft. Per reference (a), with concurrence by all affected CCDRs, the SecDef authorizes CCDRs and CDRUSELEMNORAD authority to transfer assigned or allocated tanker (KC-135, KC-10, or KC-46) and airlift (C-5, C-17 or C-130) aircraft by delegating TACON to another CCDR or CDRUSELEMNORAD to execute short-duration (less than 30 days) air refueling or intra-theater airlift missions. CCDR or CDRUSELEMNORAD concurrence may be delegated to the CCMD J-3, CCMD Air Force Service component commander, or Service component A-3.

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a. Transfers of refueling and airlift aircraft may be requested, granted, verbally, via email, Air Refueling Management System (ARMS) requests, Single Mobility System (SMS) requests, general text (GENTEXT) messages. Approved requests must be documented in ARMS, SMS, GENTEXT message, the Global Decision Support System (GDSS), or the gaining command's air tasking order (ATO).

b. To affect the transfer, the providing CCMD issues an order through ARMS, SMS, GDSS, ATO, or by GENTEXT message and delegates TACON to the requesting CDR or CDRUSELEMNORAD.

c. This authority does not extend beyond the duration of individual missions, and may only be extended beyond the gaining CCMDs AOR boundaries with concurrence of all affected CDRs or their authorized delegates, if delegated.

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ENCLOSURE H

DEPLOYMENT EXECUTION

1. Deployment Orders. GFMAT Annexes A and D and JFP GFMAT Annex Schedules allocate forces and individuals to supported CCDRs. All CCMDs, and FPs publish DEPORDs or other orders implementing the SecDef's orders.

a. Per title 10 U.S. Code, section 164 of each CCDR establishes the operational command and control relationships (e.g., OPCON or TACON) for assigned and attached forces (reference (v)) and subordinate commanders (e.g., JTF CDRs and Service component, or functional CDRs). Reference (v) explains command and control relationships.

b. JCRM enables the CCDR to specify OPCON and TACON and include CCDR remarks for each allocated force in the GFMAT annexes by FTN and FTN line number. The CCDR can use JCRM to produce CCDR GFMAT DEPORD Annexes.

2. Force Rotations

a. Allocated forces are directed to transfer to the supported CCMD on the ordered start date. Unless otherwise directed, FPs may conduct routine rotation of forces, as required, but must sustain the capability for the entire duration and during relief in place or TOA of any routine rotations. JP 3-35 discusses deployment planning.

b. Rotation planning for forces employed in place must account for a turnover to give the incoming unit the opportunity to integrate into the operations and be ready to assume the mission at the TOA.

c. Rotation planning for deploying forces is more complex and must account for the entire JRSOI timeline explained in JP 3-35. Reference (aa) details the movement planning timeline. The FP must plan for the relieving unit's arrival in sufficient time to allow JRSOI so the unit is ready to assume the mission at TOA. Following TOA, the relieved unit commences redeployment (reception, staging, onward movement, and integration) activities and redeploys from theater. The force transfers to the FP when it leaves the CCMDs AOR. FPs and CCMDs must closely coordinate on timing of rotating forces.

d. There are multiple dates used in planning a rotation, all of which are noted in JOPES IT and JCRM to enable allocation and the direct transfer of forces. Reference (aa) defines the movement and deployment dates in JOPES IT, while Enclosure I defines the dates for allocation in JCRM. In a force

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rotation, these dates have relationships, but are not synonymous. Figure 5 depicts a notional rotation of deployed forces with the dates overlaid provided as a framework for force rotation planning.

3. Mobilization. The Services implement mobilizations ordered by the SecDef, both voluntary and involuntary, according to their Service-specific procedures and guidance from Joint Publication (JP) 4-05, “Joint Mobilization Planning” (reference (xx)) and per reference (vv).

4. Documenting for Orders. All orders for allocated forces must identify the FTNs, FTN line numbers, and, if applicable, FMTS position numbers associated with the force or JIA. To facilitate data sharing between systems, all organizations must use FTNs, FTN line numbers, and FMTS position numbers; to the greatest extent possible, in their processes, orders, and tools.

5. Prepare to Deploy Orders. CCDRs request forces to be placed on PTDO to respond to rapidly emerging crises. PTDO response time is the number of days the unit is required to be ready to deploy upon receipt of orders. This determines the level of personnel, training, and equipment the unit maintains in a ready to load status for an operational mission.

a. PTDOs are ordered in the same manner as other requirements, with the following exceptions:

(1) FPs are ordered to have a unit on PTDO status beginning on the ordered start date and ending on the ordered end date.

(2) The GFMAP Annex and JFP GFMAP Annex Schedule state the number of days in which a unit must deploy once activated (PTDO response time).

(3) The “JCS Notes/Remarks” field in the GFMAP Annex states the authority to activate the PTDO and deploy the unit. Unless otherwise stated, the activation authority is the SecDef.

b. Activation Procedures. The ordered FP must have a force trained and ready to deploy within the PTDO response time specified by the PTDO days field in the GFMAP Annex. If a CCDR requests PTDO activation, the procedures below are followed:

(1) If the PTDO activation authority is the SecDef, the supported CCDR must forward an organizational message transmitted via AMHS to the JS, ordered FP, and request activation of the PTDO unit. The message references the ordered FTN and FTN line number.

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(a) The JS J-35 validates the request and assigns the JFC or JFP to staff it with the ordered FP and Service HQ. The JFC or JFP drafts a GFMAP Annex MOD directing the FP to deploy the unit.

(b) Upon SecDef approval, the JFC or JFP publishes a MOD to the GFMAP Annex or JFP GFMAP Annex Schedule. The FP directs the force to deploy within the number of days specified.

(2) If the CCDR has authority to activate the PTDO, the CCDR must send an organizational message via AMHS directing the deployment of the PTDO force. The message is "To" the FP, JS J-3, JFC, and JFP and "Info" to the SecDef, Chairman, and applicable Service HQs. The order references the FTN and FTN line number in the GFMAP.

(a) The JS J-35 ensures the SecDef is notified as soon as practicable, but no later than 72 hours after activation.

(b) The JFC or JFP provides the JS J-35 JOD-GFM with a draft GFMAP Annex indicating the PTDO has been activated for the FTN and FTN line number. The JS J-35 also posts amended GFMAP Annex or the JFP posts an amended JFP GFMAP Annex Schedule.

(c) The FP orders the deployment upon receipt of the CCDR message directing activation of the PTDO and deploys the unit within the time specified in the original GFMAP Annex or JFP GFMAP Annex Schedule.

(3) The SecDef may direct the Chairman to direct activation of the force on PTDO to accelerate the response. VOCO may be used during a rapidly developing crisis situation.

6. Redeployment Order. Redeployment Orders (REDEPORDs) are organizational messages transmitted via AMHS and sent to the SecDef, Chairman, JS J-35, JFC, JFPs, Services, and relevant FPs. The REDEPORD cancels all, or part, of a force requirement. In the force deployment process, a unit deploys and, at the end of the mission, redeploys. If the mission is enduring, the incoming unit arrives and conducts JRSOI and transfer of authority, or turns over responsibility for the mission, with the outgoing unit before the outgoing unit redeploys. In the allocation process, CCDRs manage force requirements. No CCDR REDEPORD is required to conduct a standard rotation or for a unit to redeploy at the end of a rotation ordered in the GFMAP Annexes or the JFP GFMAP Annex Schedules.

a. CCDRs command assigned and attached forces and manage the force requirements for future forces. When a unit, portion of a unit, or future

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rotations for a force are no longer required due to end of mission; the CCDR must order the unit, or portion of a unit, to redeploy. The REDEPORD notifies the force providing community that the unit is being redeployed and the requirement is no longer needed. Likewise, if a CCDR-approved force requirement has been submitted to the JS, the CCDR must alert the force-providing community that the requirement, or portion of the requirement, is no longer needed. This notification is called a REDEPORD. The supported CCDR initiates the redeployment process by releasing message traffic identifying units for curtailment (early redeployment) or requirements for off-ramping (canceling a force request before the unit initiates the deployment process). The REDEPORD message must state if the current unit is being redeployed (curtailed) and if all future fiscal year requirements are cancelled (off ramped). CCDRs also cancel the applicable FTNs in JCRM.

b. The REDEPORD must contain the following information:

(1) The applicable FTN or FTNs, including all fiscal years affected, and FTN line numbers, if applicable.

(2) The available-to-load date is the day unit and non-unit equipment and forces begin loading on a transportation asset at the port of embarkation to redeploy.

c. The FTNs must be cancelled or adjusted through a change request in JCRM by the CCDR with the REDEPORD annotated in the comment field. The JS J-35 informs the chain of command, as required, of the change in CCDR demand.

d. CCDRs may delete force requirements at any time prior to approving them for validation by the JS J-35. Once the associated FTN is submitted to the JS J-35, the CCDR must submit a cancellation request in JCRM for each affected FTN and a REDEPORD announcing the cancellation of the force requirements itemized by FTN.

e. When JIA requirements are no longer required, the CCDR must inactivate the individual requirement in FMTS. If it is the end of mission, the CCDR must disestablish the entire JMD. The supported CCDR must also send official correspondence to the JS J-1 and the JFC identifying JIAs (by FMTS position numbers) for curtailment or off-ramping, before the identified JIA initiates the deployment process. If a JIA requirement is inactivated, future requirements are simultaneously off-ramped. CCDR notification of disestablishment and corresponding FMTS deletions notifies the JS J-35 and force-providing community that the requirement is being redeployed and is no longer needed. JIAs are redeployed per reference (i).

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f. Redeployment Timelines. Acknowledging that operational requirements drive redeployment recommendations, the supported CCDR must consider the general timeline guide listed below:

(1) AC forces: minimum of 120-day notification prior to ordered start date.

(2) RC forces: minimum of 270-day notification prior to ordered start date.

g. Reserve Component Off-Ramps or Reductions. For RC unit off-ramps or reduction in size, the supported CCDR adheres to the following notification timeline and actions for off-ramping RC units within 90 days of the mobilization date as depicted in Table 7 and associated footnotes (reference (vv)). For SecDef approval and CJCS notification, the supported CCDR also submits required documentation to the JS J-35 for inclusion in the SDOB.

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Days to Mobilization Date	CCDR ¹	Secretary of the Military Department ¹	CJCS ²	Secretary of Defense ³
$60 < x \leq 90$	O	N		
$30 < x \leq 60$	O		N	
$x \leq 30$	O			A
O – Originator N – Notification required A – SecDef Approval required				

Table 7. Reserve Component Redeployment Order Approval and Notification Requirements

Table Notes

¹ The CCDR and the Secretary of the Military Department concerned coordinate with the JFC or JFP to redirect the affected RC unit or portions thereof to other global allocation requirements. Otherwise, a REDEPORD or partial REDEPORD is released and MOB orders are cancelled. Individual hardship case(s) are mitigated per reference (vv) and established Military Department policies.

² The CCDR must notify the Chairman when an RC unit is no longer required by releasing a REDEPORD or partial REDEPORD that includes efforts taken by the CCMD to prevent the off-ramping or partial off-ramping of the requested RC capability. If an RC unit or portions thereof cannot be redirected, MOB orders are cancelled. Individual hardship case(s) are mitigated per reference (vv) and established Military Department policies.

³ The CCDR, in coordination with the Chairman, must obtain SecDef approval when an RC unit (or portions thereof) is no longer required prior to the release of any REDEPORD or partial REDEPORD. This approval request must include efforts taken by the CCMD to prevent the off-ramping or partial off-ramping of the requested RC capability. If an RC unit or portions thereof cannot be redirected, MOB orders are cancelled. Individual hardship case(s) are mitigated per reference (vv) and established Military Department policies.

h. If the supported CCDR off-ramps a capability, the JFC or JFP:

(1) Drafts a change to the appropriate GFMAP Annex or JFP GFMAP Annex Schedule to relieve the ordered FP from deploying a unit to meet the off-ramped requirement. The JFC or JFPs staffs a REDEPORD to determine if the

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cancelled requirement necessitates a change to other units' deployment schedules or FTNs. The JFC or JFP then provides recommended changes to the GFMAP Annex or JFP GFMAP Annex Schedule. JFC or JFP staffing ensures remaining requirements are efficiently and effectively sourced as force reductions occur, while addressing global risks.

(2) Conducts a global review and make recommendations to prioritize off-ramped unit(s). The unit currently aligned to fill the deleted requirement might not be the optimal unit to off-ramp due to analysis of risks, RC MOB status, and current capabilities of other deploying units.

(3) Provides revised sourcing recommendations via the SDOB for decision. Recommendations be provided in draft GFMAP Annexes amending the sourcing solutions.

i. The JS J-35 JOD-GFM includes JFC or JFP recommendations in the SDOB for decision or notification and posts a MOD to the GFMAP Annexes.

7. Changing Requirements. Changes to RFFs involve adding or modifying force requirements of an FTN. Figure 4 depicts the FTN change request process.

a. New Force Requirement. If a new force requirement is identified, CCDRs request it as an emergent requirement with an associated RFF message, RFFID, and FTN.

b. Prior to Joint Staff Validation. If the FTN has been submitted to JS J-35 JOD-GFM, but not yet validated, the requesting CCDR submits the change request in the JCRM change request module. JS J-35 approves the change prior to validation. JCRM does not allow JS J-35 to validate an FTN until the change is accepted or rejected. After validation and JFP assignment, the assigned JFC or JFP begins the staffing process of the changed and validated FTN.

c. Change to Joint Staff Validated Force Tracking Number. If the change involves modification to an existing FTN that has been validated and assigned to the JFC or JFP to develop a sourcing solution, and the change is significant enough to warrant the JS J-35 JOD-GFM to review the validation, CCDRs must submit a MOD to the original RFF (RFFID are documented with a "MOD ##" suffix).

d. Joint Staff Change Procedures. Change requests for JS review require an RFF MOD by organizational message via AMHS JS validation. When a change requires JS review, the supported CCDR forwards the change request

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to JS J-35 JOD-GFM. JS J-35 validates the change in the requirement and the assigned JFC or JFP staffs the change request. If the CCDR determines the change does not require validation, the FTN change request goes directly to the JFC or JFP. The JFC or JFP must concur that the change does not require validation to begin staffing or, if the change warrants, forward to JS J-35 JOD-GFM for validation. JS J-35 JOD-GFM may direct the CCDR to submit a MOD to the RFF. All change requests requiring JS review require an RFF MOD and JS validation prior to SecDef approval. The JS J-35 may also reject the change request and return it to the CCDR. The JFC or JFP staffs validated change request to assess feasibility of making the change to the sourcing solution and provide an amended sourcing recommendation for the applicable GFMAP Annex.

(1) Not all potential changes can be listed. However significant changes that warrant JS J-35 validation include the following:

- (a) Change of area of operation.
- (b) Change of country or CCP event if the area of operation is not defined.
- (c) Change of force type requested.
- (d) Change of mission.
- (e) Force requests for a new operation or mission (unless EXORD is superseded).
- (f) Changes to the numbers of PAX that change the echelon of the capability (e.g., company to battalion), change the nature of the capability, has strategic implications, or received FP nonconcurrency.
- (g) Requested start date change requests that require SecDef review (Enclosure G, paragraph 7.). Changes to previously ordered start dates are requested per paragraph 10.c.
- (h) PTDO start and end date changes greater than 30 days and changes to PTDO response timelines.

(2) Administrative Corrections. Administrative corrections might not require complete re-staffing or SecDef approval. Change requests that can be implemented within the GFMAP JFC or JFP change authorities and generally do not require JS J-35 validations include the following:

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(a) Minor start or end date adjustments that do not require SecDef review per Enclosure G, paragraph 7.

(b) Change requests for assigned forces.

(c) Clarification of mission, tasks, or training requirements.

(d) Location changes within the same AO or, if the AO is not defined, the same CCP event or country.

(e) Changes to JRSOI.

(f) Changes to clarification notes.

(g) Changes to specialized requirements.

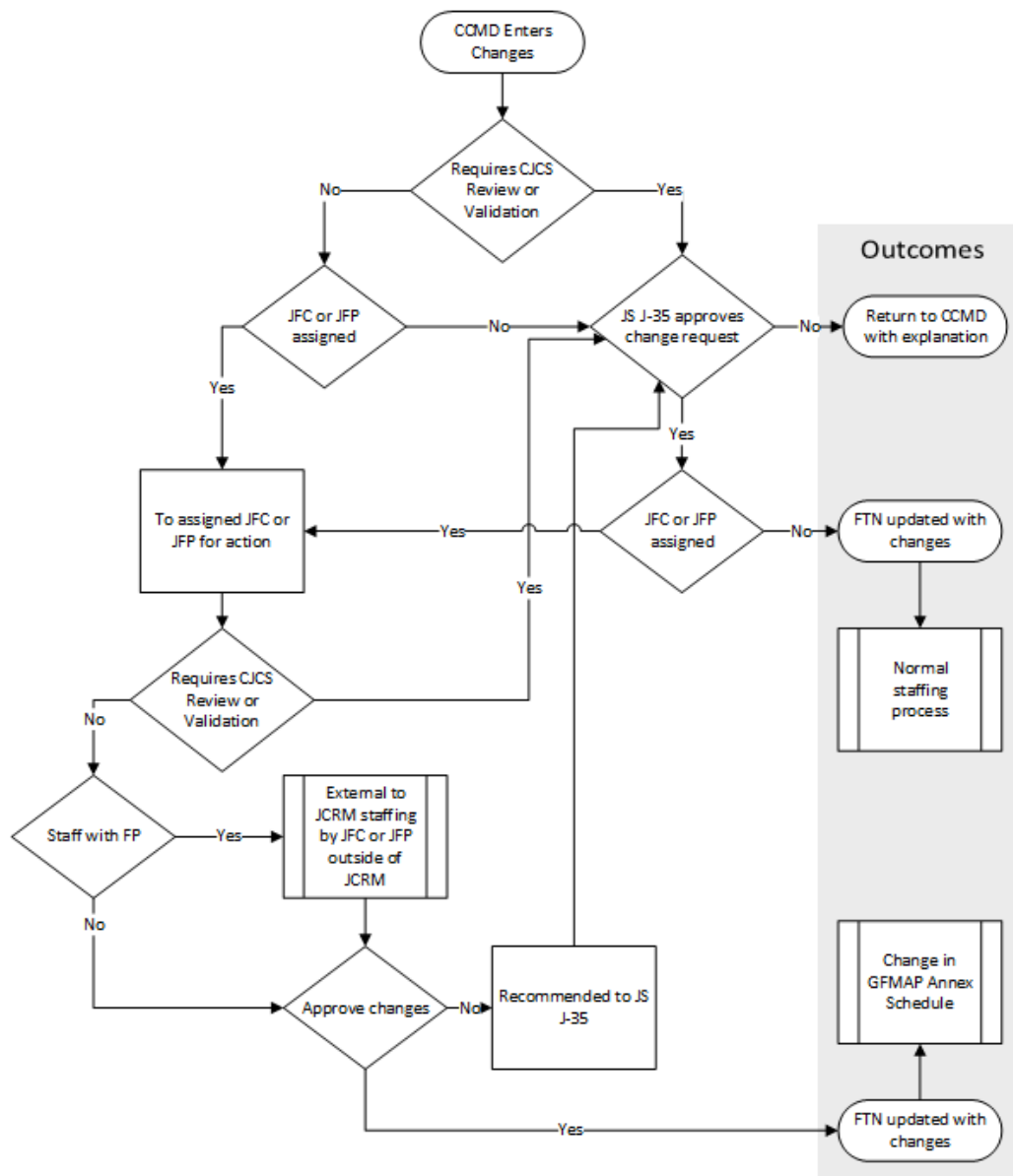


Figure 4. Force Tracking Number Change Request Process

(3) Nonstandard Worksheet Change Requests. Changes to nonstandard worksheets must be made line by line within the existing worksheet. Complete replacement of an existing spreadsheet occurs when a new one is rejected and sent back to the CCDR for a line-by-line change. Complete replacement leads to changes in billet numbers that make existing GFMAP orders inaccurate. Billet numbers and billet titles should remain as constant as possible to ensure Services and deployed units can track the billet sourcing and replacements. When an FTN is changed, CCDRs should only delete billets and add the specific billets required.

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e. Change requests that reduce the numbers of required personnel must specify the positions reduced by position number, title or position title, and MOS, AFSC, or NEC and the positions that continue to be required. This informs the force-providing community of the remaining requirement so sourcing can be arranged. Change requests do not circumvent the REDEPORD described in paragraph 6.

f. These change procedures in no way limit the JFC or JFPs from managing the annual force flow, initiating staffing actions to correct identified errors, and update orders as necessary. As changes occur to deployment schedules, the FPs request that the JFC or JFPs change the sourcing solutions in the GFMAP Annexes or JFP GFMAP Annex Schedules.

g. Staffing Change Request. The JFC or JFPs staffs change requests with the FPs and Services. Staffing timelines for change request may take 30 to 90 days.

(1) For administrative change requests, the JFC or JFPs staff the requests with the FPs and Services and, with concurrence, update the GFMAP Annexes and JFP GFMAP Annex Schedules to reflect the changed requirement for the FP using the GFMAP JFC or JFP change authorities. The JFC or JFP approves the change request in JCRM. If concurrence is not achieved, the JFC denies the change request and informs the CCMD. The JFC coordinates with JS J-35 JOD-GFM about the justification for the denial. The JS J-35 determines if the second denial is appropriate and informs the CCMD. The JS J-35 may forward the recommendation to the SDOB for approval.

(2) Change requests that exceed the GFMAP JFC and JFP change authorities must be validated by the JS J-35, staffed, and routed for SecDef approval. JS J-35 validates and accepts the change request; the JFC or JFP staffs the requests with the FPs and Services and forwards sourcing recommendations in draft GFMAP Annexes.

8. Requests for Reconsideration. The CCDR may request reconsideration of an ordered sourcing solution if the friendly or enemy situation significantly changes. To request reconsideration, the CCDR must submit a request by organizational message transmitted via AMHS to the same addressees that would normally be included on an RFF. The message references the FTNs and FTN line number(s) and state the rationale for the request in the message. The JS J-35, evaluates the request and either validates or denies the request using the validation criteria in Enclosure D as a guide. The JS J-35 JOD-GFM forwards validated requests to the JFC with appropriate sourcing guidance and joint force priority for assignment to the appropriate JFC, JFP. The assigned JFC, or JFP, develops a recommended sourcing solution per Enclosure E,

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document it in JCRM, include it in a MOD to the appropriate GFMAP Annex, and submit it for approval via the SDOB.

9. Temporary Use of Deployed Special Operations Forces. Real world events or temporary lulls in training activities due to partner-nation obligations might require the temporary use of deployed SOF performing JCET or other training events within an AOR to perform other (non-training) missions. The SecDef delegates authority to CCDRs to temporarily re-mission SOF deployed for CCP events in their AOR under the following circumstances:

- a. The re-missioning is coordinated with USSOCOM concurrence and documented as a Mod to the GFMAP Annex B.
- b. Authority exists for SOF to perform the new mission.
- c. Funding is in place for SOF to perform the new mission.
- d. CCMDs provide notification to the Chairman through the JS J-37 DDSO/CT, including the new mission and duration of the re-missioning.
- e. Re-missioned SOF remains OPCON to the CCDR during execution of the new mission unless otherwise directed.
- f. Upon termination of the new mission or at the end of the approved time period SOF resumes the training activities under the previously-approved training authorities, funding, and command relationships.

10. Ordered Start and End Date Changes

a. Start and end dates are considered ordered once the GFMAP Annexes A and D and GFMAP Annex Schedules direct the FP to provide the force. Ordered start dates relate to the LAD in the JOPEs IT ULN.

(1) FPs nominate force rotations and the JFC or JFPs document the ordered start and end dates for each rotation in the GFMAP Annexes as well as the JFP GFMAP Annex Schedules. The ordered start date is the date the force, including personnel and equipment, is ordered to arrive in the supported CCMD's AOR to begin JRSOI, normally at the POD. For most forces, this closely relates to the LAD. If FPs or supported CCMDs identify necessary changes to the ordered start and end dates to properly align the rotations, they must request a change to the order.

(2) The JFC or JFPs staff and implement the change in the GFMAP Annexes or the JFP GFMAP Annex Schedules per the GFMAP JFC and JFP change authorities. Start and end date changes should not result in capability

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gaps for the supported CCMD, but changes must be staffed since there might be transportation challenges, in-theater scheduling challenges, RC authority limitations, or tactical implications with the change. The following paragraphs outline the rules governing start and end date adjustments.

b. Start Date. Start dates for rotational requirements are calculated by the JFC, JFPs, and FPs based on end dates of the force to be replaced factoring in the JRSOI timeline of the incoming force and the timeline for the departing force to depart the AOR. Start dates for emergent requirements are requested by the supported CCMD. The ordered Start and end dates are published in the GFMAP Annexes and the JFP GFMAP Annex Schedules. Requested start dates are considered for planning from the time the supported CCMD submits emergent RFFs until the GFMAP Annex is released. Prior to the order, a supported CCDR's request to modify an RFF requested start date (less than 30 days from original requested start date) must be accomplished by the CCMD submitting a change request via JCRM to the JFC or JFP. A CCDR's request to modify an RFF requested start date greater than 30 days from original requested start date is done by the CCMD submitting a change request via JCRM to the JS J-35.

c. Ordered Start Date. The ordered start date aligns closely with the LAD in the JOPES IT ULN. However, during TPFDD refinement, individual ULN LADs might not correspond exactly to the ordered start dates. For example, a unit's advance echelon might be scheduled to arrive in theater prior to the main body of the unit. There might also be additional late arriving ULNs for additional personnel and equipment that does not affect the ability of the unit to begin JRSOI and meet the mission requirements.

(1) Ordered start dates are plus or minus 10 days of the dates specified in the GFMAP Annexes or GFMAP Annex Schedules.

(2) JFC or JFPs are authorized to change ordered start dates in the GFMAP Annexes and GFMAP Annex Schedules. For detailed information regarding changes to ordered start or end dates refer to Enclosure G, paragraph 7., JFC or JFPs change authorities.

(3) To request ordered start date changes, the requesting CCMD must send an organizational message via AMHS to JS J-35 with an information copy to the JFC or JFPs, FPs, and supported CCMD. JS J-35 is authorized to validate or reject the change request. Ordered date change request messages should be submitted no later than 90 days prior to the start date being submitted for change. JFC and JFPs update the GFMAP Annexes or JFP GFMAP Annex Schedules to reflect the change.

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(4) FPs that are unable to meet the ordered start date, resulting in a gap in capability to the supported CCMD, must submit a reclama (per paragraph 12.) a minimum of 30 days prior to the ordered start date.

(5) At times, the scheduled future rotation of forces must be adjusted to accurately align rotation dates. If the FP, supporting CCMD, or supported CCMD require a change to the ordered start or end dates; the requesting command or Service staffs the proposed change with the FP, Service, supporting CCMD, and supported CCMD. The requesting command or Service keeps the JS J-35 and JFC or JFPs informed. The requesting command or Service is responsible for obtaining O-6 or higher concurrence and sending an organizational message via AMHS or logbook to the JFC or JFPs with an information copy to the: JS J-35, FP, and supporting and supported CCMDs requesting the change. Upon receipt of the message, the JFC or JFPs ensures the change is within policy guidelines and update the GFMAP Annexes A and D and the JFPs GFMAP Annex Schedule with the new ordered start and end dates. The LAD shift request message or Logbook ordered start date change request specifies the information listed in Table 8.

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Incoming unit: XXXXXX	Requested start date: DDMMYY	Outgoing unit's ordered end date: DDMMYY
Component requesting start date shift:	Component: AC or RC	Requested outgoing unit's end Date: N/A
Component affected by start date shift:	Mob date: DDMMYY (RC)	Required JRSOI: NN days
Sourcing CCDR:	Outgoing unit: XXXXX	Requested LAD to end date: NN days
FTN: XXXXXXXXXXXX	Outgoing FTN: XXXXXXXXXXXX	Requesting reduced JRSOI: Yes/No
FTN line number: NN	FTN line number: XX	Extension required: Yes/No
UIC: XXXXX	Outgoing UIC: XXXXX	Issue: (include justification for change)
ULN: XXXX XX	Outgoing ULN: XXXXX XX	Analysis: (include the risk to the supporting and supported commands and other mitigation considered prior to the change request)
PAX: NNN	Supported CCMD O-6 concurrence:	Recommendation: XXXXXXXXXXXX
USTC Status: T/A/M/B	CCDR TPFDD validation status: N/A	Service O-6 concurrence:
Order start sate: DDMMYY	Outgoing unit's component: AC or RC	FP O-6 concurrence:
Deployment date: DDMMYY	Outgoing unit's MOB date: (if applicable):	Supporting CCDR O-6 concurrence:

Table 8. Start Date Change Request Required Data

(6) For emergent requirements, in parallel with sending the start date change request message, the supported CCDR should update the requested start date via the JCRM change request.

(7) For concurs, the requesting organization sends an organizational message via AMHS or use Logbook, actioning the JFC or JFPs to propose an

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updated nomination to the JFC or JFPs and information copy to the JS, FP, and supporting and supported CCMD. JFC or JFPs ensures the changes are within policy guidelines and updates the GFMAP Annex and JFPs GFMAP Annex Schedules.

d. End Date Extension Request. If the supported CCMD desires to extend a unit past the ordered end date, the supported CCMD must submit an end date extension request by an organizational message transmitted via AMHS to the SecDef, Chairman, JS, JFC or JFP, and FP. If within the JFC or JFP authorities detailed in Enclosure G, paragraph 7., the JFC or JFP staffs the request and adjusts the GFMAP as required.

(1) For RC units and individuals, extensions to ordered end dates and extensions of internally rotating forces must not exceed deployment dates authorized by the Secretary of the Military Department; without Secretary of the Military Departments or SecDef approval. The following timelines for approval are established in reference (vv), reproduced and illustrated in Table 9.

		Secretaries of the Military Departments	Secretary of Defense
Extension approval date to original redeployment date or end of operational mission	Length of extension*		
≥ 30 days	≤ 30 days	X	
	> 30 days		X
< 30 days			X
*Subject to statutory limits			

Table 9. Reserve Component Activation Extension Approval Criteria

(2) If the end date adjustment is required due to the inability of the supporting CCDR or FP to meet an ordered start date for the follow-on unit rotation, because it might result in a gap in the FP's capabilities, the FP makes mitigation recommendations in an organizational AMHS message. This recommendation should ensure there is no gap of capabilities.

(3) If the end date adjustment is necessary due to the inability to meet transportation requirements, USTRANSCOM must request an end date extension by submitting an organizational message transmitted via AMHS to the JS J-35.

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(4) End date extension requests include the following:

- (a) Unit or JIA name, UIC, FTN, and FMTS line number.
- (b) Unit or JIA deployment data, deployment date, start date, and ordered end date. If the unit or JIA is from the RC, include: alert, mobilization, and demobilization dates.
- (c) End date extension justification.
- (d) Steps taken by the requesting command to mitigate end date extension requirement.
- (e) Operational risks if end date extension is not approved and measures, if any, the CCDR can take to mitigate risks.
- (f) End date extension message must be submitted to the JS J-35 no later than 90 days prior to the Start or end date being submitted for change.

11. Redirecting and Re-Missioning. A force assigned or allocated to a CCMD can be transferred from that CCMD to another only when allocated by the SecDef. Each force or capability is organized, trained and equipped according to mission-essential tasks (METs) and allocated to support a CCDR's endorsed requirement. In times of high stress on the force pool units are trained, organized, and equipped for specific missions. A unit might not be fully capable of performing the full range of missions it was designed to perform, but is tailored for the mission it was allocated against. As such, the CCDR must adhere to the following procedures:

- a. SecDef approval is required to reallocate units assessed not capable of performing missions to prescribed standards. (See also, paragraph 15.a.)
- b. The CCMD submits a change request in JCRM for the current and future fiscal year FTNs and notify OSD, JS J-35, Service, JFC, JFP, and FP by organizational message transmitted via AMHS.

(1) Prior to re-missioning of allocated forces or individuals (including DoD-EC) supported and supporting CCDRs inform and, when required, coordinate with the JFC or JFPs and Military Department Secretaries. SecDef approval is required for CCDRs to move forces and units at the battalion or squadron level or above from one SecDef-named operation or campaign plan event to another or if movement of the force from one SecDef-named operation to another has strategic implications.

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(2) When redirecting forces and units at the battalion or squadron level or above, that are ordered but not yet deployed between SecDef-approved operations within a CCMD's AOR, the supported CCMD notifies JS, JFC, JFP or JFPs, and Military Departments by organizational message transmitted via AMHS to the JS, JFC, appropriate JFP, Service, and Military Department. All other recipients can be included as information addressees. The supported CCMD allows for a five-day comment period. If there are disagreements, the JS forwards with a recommendation for SecDef-approval in the next SDOB.

(3) Supported CCMD must provide a minimum of 21-day notice to supporting CCMDs, JS, JFC, JFPs, or Service or Military Departments before re-missioning or redirecting forces already deployed. This allows for review and comment that individuals and forces are trained and equipped for the new mission. This applies regardless of named operation, campaign plan event, or force size, including ILO and ad hoc capabilities.

(4) The JCRM change request message includes the information listed in Table 10.

FTN	Proposed mission
FTN line number	Operational necessity of re-missioning
Date of proposed re-missioning	Operational risk of not re-missioning
Original location	Mitigation considered prior to re-missioning
Proposed location	GO/FO requesting re-missioning
Original mission	

Table 10. Joint Capabilities Requirements Manager Change Request Message Required Data

c. If the JS, JFC, JFP, FP, or supporting CCDR does not concur with the re-missioning or redirecting, they must respond with a GO/FO nonconcurrency endorsement within five days to the supported CCDR, OSD, JS, JFC, JFP, and FP. Nonconcurrency with CCDR-requested re-missioning of off-ramped units (ordered but not deployed) requires re-staffing via the GFM process or forwarding in an SDOB to the SecDef with the Chairman's recommendation.

d. The CCDR must request approval from the SecDef through the SDOB process to move units from one operation to another if movement of the force would have strategic implications.

e. The CCDR should provide a minimum of 180 days notification prior to start date when moving forces scheduled to deploy between named operations

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to allow proper Service manning, training, and equipping force management functions.

f. By its nature, ILO and ad hoc sourcing might introduce increased operational risk for the supported CCDR, institutional, and force management risks for the FP. To balance these risks, the supported CCDR, prior to re-missioning the ILO or ad hoc forces, must advise the FP to ensure the force is properly manned, trained, and equipped for the new assignment. The supported CCDR updates the FTN requirement using the change request process for the affected fiscal year and future fiscal year FTNs to accurately reflect the new mission requirements and ensures subsequent rotations are properly prepared. If the forces in question have not yet deployed to theater, the supported CCDR seeks the concurrence of the JFC or JFPs and supporting CDR(s) prior to re-missioning to ensure the available and trained force assigned meets the CCDR's requirements.

g. When redirecting units between named operations, the force ordered to deploy on the previous FTN is changed to the FTN for the new operation in the appropriate GFMAP Annex and JFP GFMAP Annex Schedule from the SDOB. Having a separate FTN enables the total demand to be recorded. The same FTN from the previous operation is not used for the new operation.

h. The JS J-35 publishes approved MODs in the GFMAP Annex. The affected JFP publishes approved MODs in its JFP GFMAP Annex Schedule.

12. Force Reclama. A reclama is a request from an ordered FP (CCMD, Service, or Agency) for relief from a SecDef-approved order to source a supported CCDR requirement. It is expected that the ordered FP and supported CCDR exhaust all available means to resolve sourcing challenges prior to sending a GO/FO-endorsed reclama. The reclama must contain the options explored but subsequently found to be not sufficient in mitigating the sourcing issue. FPs submit reclus by organizational message transmitted through AMHS "TO" the appropriate the JFC and JFPs and "INFO" the JS J-3, JS J-1 (for JIA reclama and RFFs that are reflected on JMDs), and the supported CCMD. If the FP and the JFP are one in the same, the existence of the reclama must be coordinated with JOD-GFM and JFC during the AO and GO/FO SVTC.

a. Force Reclama Message. The reclama must include the information listed in Table 11.

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FTN and FTN Line #	Justification for reclama, including actions taken to resolve that were not sufficient to mitigate the sourcing issue, and FP risk if the reclama is not granted
JRC and nomenclature	Potential FP mitigation
Ordered start date and Ordered end date	Name of GO/FO providing approval or endorsement
Achievable start date and end date (if applicable)	Potential FP mitigation

Table 11. Force Reclama Message Required Data

b. Joint Individual Augmentee Reclama Message. The JIA reclama message must include the information listed in Table 12.

FMTS	Tasking background
Billet title	Number of authorized and assigned in the desired grade skill within the Service inventory (including RC)
Grade	Why, if RC is not being considered
Clearance	Risk associated if required to fill requirement and sustainability assessment
Skill code	Name of GO/FO providing approval or endorsement
LAD	Potential FP mitigation
Additional remarks (CCMD acceptable substitutions of grade, clearance, skill code, etc.)	

Table 12. Joint Individual Augmentee Reclama Message Required Data

c. The JFC or applicable JFP, considers all options (including IDTS solutions) before forwarding a recommendation to JS and the supported CCMD to adjudicate the reclama. The JFC or JFPs makes the recommendation and notifies JS J-35 and the supported CCMD through Logbook for coordination.

d. A CCMD response is required within 15 days of receipt of a proposed sourcing solution MOD. The CCCR states risks, concurrence, or nonconcurrence with the proposed sourcing solution in the message and sends it to the JFC, JFP, JS, and the FP.

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e. The JFC or JFP sourcing recommendations are presented for SecDef decision via the SDOB. The JFC or JFP implements the SecDef's decision in the GFMAP Annex or GFMAP Annex Schedules, as appropriate.

f. A FP reclama might significantly impact the supported CCDR's ability to prosecute combat operations. With this in mind, the FP submitting the reclama should expect engagement by the Vice Chairman or Chairman.

13. Voice Orders of the Commanding Officer. VOCO directs action without the requirement of a written order. The SecDef may approve CCDRs' force requests via VOCO in order to expedite the sourcing and deployment process.

a. The JS records all VOCO approvals (date, time, and name of person relaying the SecDef-order), documents the VOCO decision for the record, and tracks the progress of force sourcing and deployment. VOCO does not replace the allocation decision and JOPEs TPFDD, and deployment processes, but it needs SecDef verbal approval to begin the movement of forces and units via the standard process as expeditiously as possible. In accordance with Enclosure C, in a rapidly developing crisis situation, the CCDR may not have the information necessary to fill out all the required information in JCRM to submit a force request. When this occurs, the CCDR may relay force requests by the most expeditious means available. Supported CCMDs must enter VOCO force requirements into JCRM, release an RFF message, and enter FRNs in the appropriate JOPEs TPFDD as soon as practical. All VOCO force requests and sourcing solutions must be recorded in JCRM and the GFMAP Annexes as soon as practical, allowing the force flow to be documented and second and third-order impacts addressed.

b. VOCO may only be supportable with forces that are resident within DoD inventory and tasked organized for employment. VOCO may not be supportable with nonstandard force requirements due to man, train, and equip timelines. Nonstandard requests must include a clearly defined mission statement, CONOPS, METL, etc., to conduct an adequate troop to task analysis. This analysis might not support VOCO timelines.

14. Execution Transition. The GFMAP Annex A and the JFP GFMAP Annex Schedules direct FPs to execute force deployments. CCMDs, Services, and DoD Agencies must use JOPEs IT to execute the deployment guidance in the GFMAP. JIA deployments are not required in JOPEs IT. Reference (aa) provides guidance on deployment planning and execution in JOPEs IT.

a. The FTN, FTN Line Number, and ULN are the primary keys to link a force requirement from the JOPEs TPFDD to JCRM and the GFMAP Annexes and Schedules.

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b. When operational force requirements are JS validated, supported CCDRs must enter requirements into JOPEs IT for non-USSOCOM forces. USSOCOM enters the data into JOPEs IT for ordered SOF.

c. The recommended FP begins entering the JFC or JFPs recommended sourcing solution for the appropriate ULNs in the PID when SDOB staffing is initiated. The recommended FP also ensures the FTN and FTN line number has been entered into each qualifying ULN record prior to verifying the JOPEs ULN record in the TPFDD validation process. The supported CCDR ensures the FTN and FTN line number is entered in each ULN record prior to validating the ULN record.

d. The ordered FP for each FTN line number in the GFMAP Annexes is the providing organization in the ULN. There might be a relationship of one FTN to many ULNs in the TPFDD. The ordered FP is responsible for populating the UIC in the FRNs to create the ULNs and entering the deployment data.

e. The JCRM FD module allows users with JOPEs IT permissions to view data in ULNs in a TPFDD associated with data in corresponding FTN and FTN line number. The JCRM FD module provides a tool for supported and supporting CCDRs, and supporting Services, to ensure the TPFDD is being executed per the GFMAP Annexes A and D and the JFP GFMAP Annex Schedules B, C, and F during the TPFDD verification and validation process.

15. Readiness Reporting. The Services must report the readiness in DRRS of units ordered to deploy. OSD, JS, JFPs, and Services oversee the preparation of units to meet the SecDef-ordered deployments and initiate corrective actions with the FP on units that are at risk of not being ready for deployment.

a. Prior to deployment, units must be assessed as capable of performing their assigned METs to prescribed standards under conditions expected in the theater of operations where they would be employed.

b. The allocation of units incapable of performing missions to prescribed standards require SecDef-approval.

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APPENDIX A TO ENCLOSURE H

NOTIONAL FORCE ROTATION DIAGRAM

1. Terms and Sources. Table 13 are terms used in Figure 5. The figure depicts the relationship between notional deployment milestones and SecDef-ordered start and end dates. The SecDef ordered start and end dates direct forces to transfer.

a. Unless otherwise directed, FPs may to conduct routine rotations of forces ordered in the GFMAP. Force rotations require collaboration between the FP and CCMD to maintain the capability operational during the rotation. Service components assigned to the CCMDs can be a key part of this collaboration.

b. Terms in quotes indicate JCRM data fields.

c. JP 3-35, “Joint Deployment and Redeployment” provides a more detailed explanation of deployment rotations.

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Acronym	Meaning	Reference
ALD	available-to-load-date	CJCSM 3122.02 Series
AOR	area of responsibility	DoD Dictionary
CJCSM	Charmin of the Joint Chiefs of Staff Manual	CJCS
CRD	commander's required date	CJCSM 3122.02 Series
D2D	deployment to dwell ratio	GFMIG
DTM	Directive-type Memorandum	DoD
EAD	earliest-arrival- date	CJCSM 3122.02 Series
GFMIG	Global Force Management Implementation Guidance	SecDef
JRSOI	joint reception, staging, onward movement, and integration	CJCSM 3122.02 Series & JP 3-35
LAD	latest arrival date	CJCSM 3122.02 Series
POD	port of debarkation	CJCSM 3122.02 Series
POE	port of embarkation	CJCSM 3122.02 Series
RDD	required delivery date	CJCSM 3130.06
RLD	ready-to-load-date	DoD Dictionary
TOA	transfer of authority	JP 4-09

Table 13. Order and Deployment Terms

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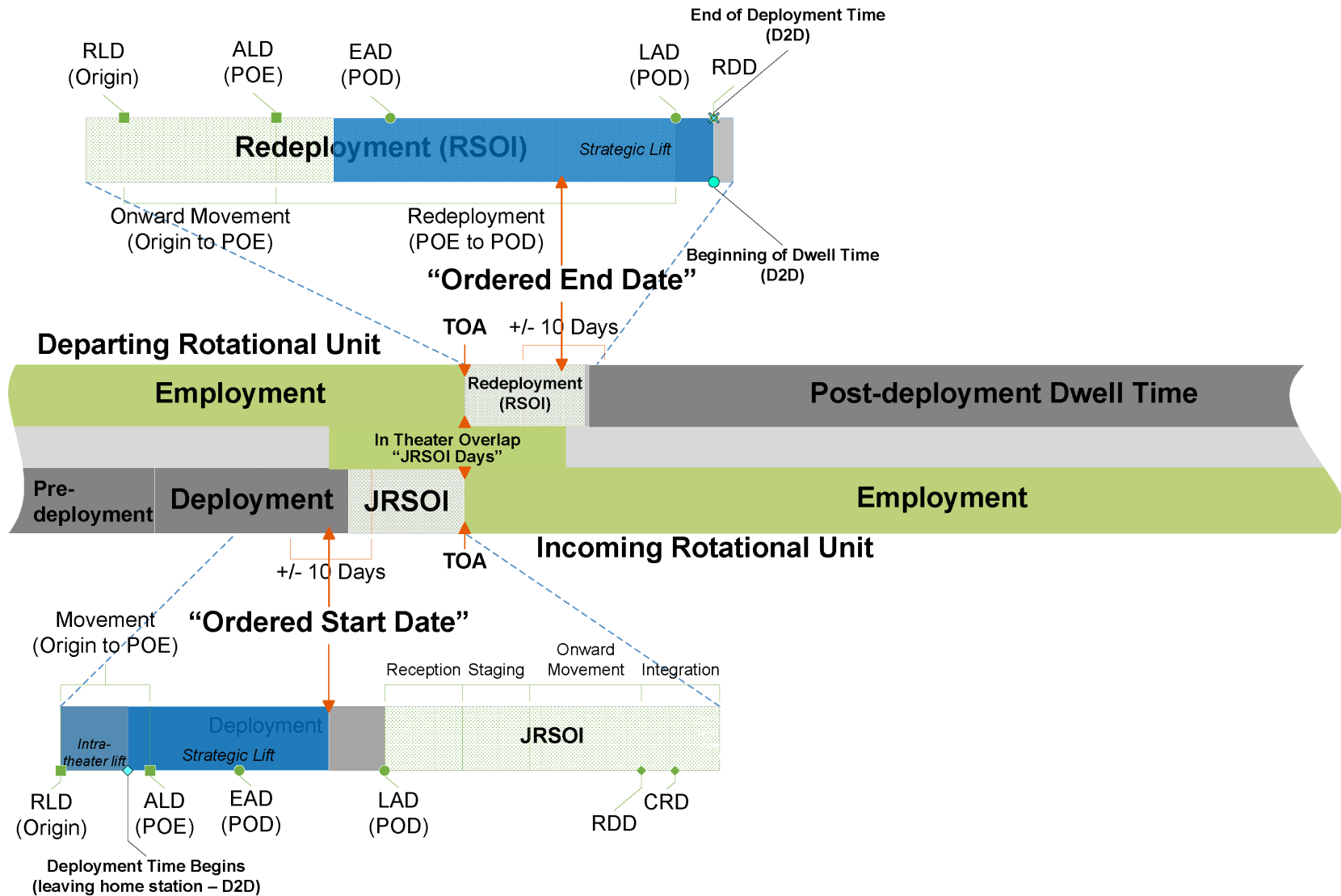


Figure 5. Notional Force Rotation

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ENCLOSURE I

JOINT CAPABILITIES REQUIREMENTS MANAGER DATA FIELDS

1. Introduction. This enclosure defines and explains the purpose of each data field in the: JCRM force requirement (rotational and emergent), force request, FP nomination, JFC or JFPs recommendation, GFMAP Annex, JFP GFMAP Annex Schedule, CCDR DEPOD, and RFF message.

a. The JCRM user guides, available in the JCRM help menu under related materials, provide additional details on how to use the JCRM tool.

b. The JCRM help menu, under related materials, contains the latest guidance and policy documents related to GFM allocation.

2. Rotational Force Tracking Number Data Fields. CCMDs originate rotational force requirements in the JCRM requirements module under the requirements tab. These data fields (with limited exceptions as noted) also apply to new requirements with the additional data fields listed in paragraph 4.

a. “ID” The database identification number is an auto-populated number the system generates when a new requirement is entered and saved in the database. It identifies the requirement before an FTN is assigned by the CCMD. The ID number is not exported to external systems.

b. “Request for Forces Identification” The RFFID number is the serial number for the annual submission or RFF. An RFF consists of one or more force requests, each force request having a unique FTN.

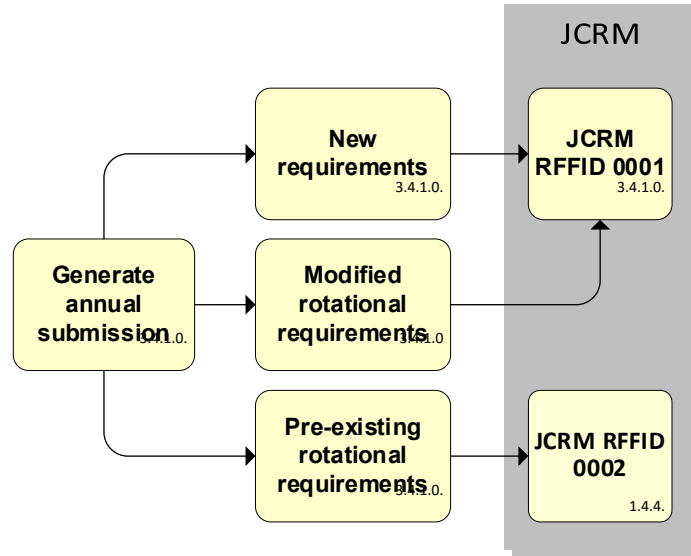


Figure 6. Annual Submission Request For Forces Identifications

(1) Annual Submission RFFIDs. All operational force requirements submitted in the annual submission must have the first or second RFFID number in JCRM for the fiscal year. New and modified rotational requirements are submitted with the first RFFID ending in “0001.” Unchanged rotational requirements have the second RFFID ending in “0002.” The annual GFM PLANORD specifies the due dates for each RFFID in the annual submission. The requirement to submit new and changed rotational requirements is earlier to allow time for a more detailed review during JS validation.

(2) Emergent RFFIDs. Requests after the annual submission are emergent requests and are sequentially numbered.

(3) “RFFID” RFFIDs are seven-digit numbers formatted under the following rules: The first digit defines the submitting CCMD. This list also defines the first digit of the FTN:

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First Digit	Organization	Acronym
1	United States Central Command	USCENTCOM
2	Formerly United States Joint Forces Command	USJFCOM (historic data)
3	United States Element, North American Aerospace Defense Command	USELEMNORAD
4	United States European Command	USEUCOM
5	United States Indo-Pacific Command	USINDOPACOM
6	United States Southern Command	USSOUTHCOM
7	United States Africa Command	USAFRICOM
8	United States Strategic Command	USSTRATCOM
9	United States Special Operations Command	USSOCOM
A	United States Army	USA
D	United States Space Command	USSPACECOM
F	United States Air Force	USAF
G	United States Transportation Command	USTRANSCOM
J	Joint Staff	JS
L	United States Cyber Command	USCYBERCOM
M	United States Marine Corps	USMC
N	United States Navy	USN
P	United States Coast Guard	USCG
S	United States Northern Command	USNORTHCOM
T	United States Space Force	USSF
U	North Atlantic Treaty Organization	NATO

Table 14. Force Tracking Number First Digit

(4) The second and third digits define the fiscal year of the requested start date of the FTNs in the RFF. The RFFID reflect the fiscal year of the first (usually new) FTN submitted, although subsequent fiscal year rotational FTNs should also be included in the RFF. All rotational FTNs up to and including the last annual submission fiscal year are included in the RFF and have the same RFFID.

(5) The RFFID last four digits continue sequentially for each fiscal year.

(6) A modified RFF is identified by adding "MOD XX" after the RFFID (e.g., the third MOD to RFFID 1220864 becomes RFFID 1220864 MOD 03). Only the FTNs modified by the change are identified by the RFFID and MOD number in the GFMAP Annexes.

c. "FTN" The FTN uniquely identifies, organizes, and assists in the management of operational force requirements requested by a CCDR or

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supported organization. When a CCMD generates and the CCDR approves and submits the requirement, the FTN is generated. The FTN is a mandatory data field for the GFM allocation process. It is a unique 11-character alphanumeric reference number that is created by the supported CCMD and represents a single force capability requirement. The FTN also provides a tie back to the requested force capability requirement and the FRN. The 11-character structure of each FTN position is mandatory, supports data standardization among CCMDs, and establishes a common use joint process. An FTN cannot be reused or duplicated. FTNs are formatted under the following rules:

(1) First Character. Is the supported CCMD and is identical to the first position of the RFFID in paragraph 2.b.

(2) Second and Third Character. Is the fiscal year associated with the requested start date.

(3) Fourth Character. The fourth position is the type of request:

- (a) J: JMD.
- (b) X: exercise.
- (c) C: counter narco-terrorism.
- (d) T: JCET.
- (e) 0 (zero): all others.

(4) Fifth Through Eleventh Characters. Supported CCMD alphanumeric identifier. This seven-digit alphanumeric construct is established by supported CCMD and may be defined in their business rules and supplemental TPFDD letter of instruction. All seven positions must be used. The JFC specifies the fifth through eleventh characters for IRF, IRF-enablers, and CRF requirements.

(5) When all positions are combined, a notional FTN for USSOUTHCOM for a FY 2023 operational force requirement could look like this: 62301234567.

(6) Rotational force requirements have a historical basis in that CCDRs, having previously requested the same requirement, can change the year (second and third characters in the FTN) when resubmitting the requirement for the next fiscal year. Example: for a notional FY 2021 annual force requirement for USEUCOM, could look like 42101234567; if the same requirement is requested for FY 2022, the FTN becomes FTN 42201234567. To create the next year's rotational requirements CCDRs need to use the "Copy to

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Next Rotation” function in the JCRM rotational requirements module. The information is transferred to the new FTN except the special operations forces-global synchronization of special operations (SOF-GSOS) field that is fiscal year-dependent. This procedure saves staff time and helps manage rotational force requirements from year to year by linking the requirements in JCRM. Follow steps (a) through (e) to complete this process:

(a) Select from the JCRM Rotational list screen and select the current FTNs to copy. Click “Copy to Next Rotation” button. Select the next fiscal year, the second and third digit positions reflect next fiscal year.

(b) The new FTNs are now in draft status and all data fields should be reviewed and updated as needed.

(c) CCMDs ensure rotational FTNs are linked to the previous FTN. If the user copies from the emergent module instead of rotational and one fiscal year has already been copied, the FTN linkage will be missing. To correct this, delete the FTN and recopy from the rotational module.

(d) The nomenclature data field requires an active nomenclature. Deactivated nomenclatures are not copied to next rotation and must be manually selected on the copied record.

d. “Status” Displays the status of the force requirement being requested as it progresses through the allocation process. The status can be:

(1) Awaiting Submission. When the request is originally drafted and saved, it is in the awaiting submission status. Usually, a CCMD, Service component, functional component, or JTF drafts the force request. The draft force request can be saved in the awaiting submission status. When the JTF or component drafter submits the request, its status changes to pending component review. Once submitted, the JTF or component drafter cannot edit the request.

(2) Pending Component Review. This status code allows the CCMD, Service component, functional component, or JTF reviewer to review the request.

(3) Pending Combatant Command Review. This status code allows the CCMD SME, or JWG member, to review and forward the request for CCMD staff approval.

(4) Pending Combatant Commander Approval. This status code is used when the force request is awaiting approval by the CCDR. Once the CCDR approves the force requirement, the designated AO with JCRM approval

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permissions approves the requirement. The requirement is then visible to all JCRM users as pending JS Review status.

(5) Pending Joint Staff Review. This status is designed for the JS J-35 regional joint operations divisions to review per Enclosure D. Once reviewed, the request goes to the pending JS approval status.

(6) Pending Joint Staff Approval. This status is designed to allow the JS J-35 JOD-GFM to validate the force request per Enclosure D. In order to validate the force request, a joint force priority must be selected from the drop-down menu. JS approval authority clicks “validate” to approve the record.

(7) Validated. Requirement has been validated by the JS J-35 per Enclosure D.

(8) “JFP Assigned” A requirement record that has been assigned by the JS J-35 JFC to a JFP or the JFC itself to develop sourcing recommendations or to “NOT VALIDATED.” This is the final status. The JS J-35 functional managers maintain the table that controls the drop-down selections. At any status, the authorized reviewer or approver may return the request to the previous status. This action requires a comment in the request to explain why the request has been returned to the previous level.

e. “Add a File” System capability that allows documents to be attached to a force request to assist in explaining the request in additional detail. CONOPS, lists, and briefings can be attached to the force requests.

f. “CCMD” Identifies the CCMD requesting the force. The JS J-35 functional managers maintain the table that controls the drop-down selections.

g. “Fiscal Year” The fiscal year of the requested start date. The JS J-35 functional managers maintain the table that controls the drop-down selections.

h. “Subordinate Command” The CCCR Service or functional component, or JTF requesting the force. The commands in the drop-down selections are specific to each CCMD. Each CCMD functional manager maintains the table that controls the drop-down selections.

i. “Recommended Joint Priority” The recommended force requirement priority, corresponding to primary GCF prioritized GCP intermediate military objective (IMO). The JS J-35 JFC Division JCRM functional managers maintain the table that controls the drop-down selections.

j. “Operation” The SecDef-approved operation the requested force supports. These operations are authorized through the CJCS-published

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EXORD. The JS J-35 JCRM functional managers maintain the table that controls the drop-down selections.

k. “USSOCOM” Yes or No (Y/N) drop-down menu that indicates if the requirement is for special operations. When changed to a Y, it activates the required SOF-GSOS Priority data field drop-down.

l. “SOF-GSOS” The SOF-GSOS field provides the link between SOF campaign activities and SOF requirements submitted in JCRM. For SOF requirements, identify the campaign activity record number based on the SOF campaign activities presented at the USSOCOM phase 2 event. FTNs requesting SOF are mapped to campaign activities via the “SOF-GSOS” selection in JCRM. The “SOF-GSOS” number selected corresponds to a particular SOF campaign activity record number. All FTNs supporting a particular campaign activity are assigned the same campaign activity record number. Multiple FTNs might fall under a particular campaign activity, but multiple campaign activities might not be designated to an FTN. The USSOCOM JCRM functional manager maintains the table that controls the SOF-GSOS drop-down selection.

m. “Capability Required” Free-text description of the identified force requirement. This field must specify the mission and METs the unit performs. It should also include the capability being requested, e.g., generic unit description, skill sets required, technical capacities desired, and proficiencies needed to conduct an adequate troop to task analysis. The goal is to identify and describe capabilities required, not manning requirements. Mobility force or capability should include number and type of aircraft. Cyberspace RFDS should include “Request for Direct Support” as the first words in this field.

n. “JRC” Identify the force sourcing JRC of the request. The force sourcing JRC is a grouping of like-force capabilities that enable the assignment of requests to the JFC or JFP and JWG. To allow consistent follow-on data analysis, force requests are organized by JRCs into combat, combat support, combat service support groupings in Table 15. Training, “TNG,” is grouped separately. FTNs must be assigned to only one JRC. If there is a question of which JRC a force request should be assigned, liaison with the JFC or JFP is required. The JS J-35 JCRM functional managers maintain the table that controls the drop-down selections. Table 15 lists all active JRCs by groupings.

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Combat Grouping		Combat Support Grouping		Combat Service Support Grouping	
AP	Air Power	CA	Civil Affairs	AG	Adjutant General
AV	Aviation	CM	Chemical	CH	Chaplain
CBT	Combat	CY	Cyberspace	CS	Corps Support
FS	Fire Support	EN	Engineer	FI	Finance
HQ	Headquarters	EOD	Explosive Ordnance	MH	Military History
SEC	Security Forces	IO	Information Operations	MOB	Mobility
SOF	Special Operations Forces	ISR	Intelligence, Surveillance, and Reconnaissance	MS	Medical
WS	Naval Forces	MI	Military Intelligence	OD	Ordnance
		MP	Military Police	PA	Public Affairs
		PO	Psychological Operations (forces)	QM	Quartermaster
		SC	Signal	TC	Transportation
		SP	Space		

Table 15. Active Joint Requirement Codes

o. “Clarification Notes” Free-text field to provide additional information that explains the force request.

(1) CCDRs annotate “threshold force elements” (assigned and allocated) in the first line of the clarification notes field and update as appropriate per GFMB approval.

(2) When sourcing with assigned forces is intended, the requestor lists the unit name and UIC of the assigned force intended to source this requirement in this field.

(3) NATO requirements must include the CJSOR or FEL number, if available, for the requirement so the two force lists can be cross-referenced.

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(4) For ISR requirements, include details within each primary ISR nomenclature as required to specify hours per month for each geographic location, authorized mission, or operation and support to specific entities in this field.

p. “Nomenclature” Select the type of force from the drop-down list. Each JRC has types of forces listed as nomenclatures. Nomenclature is a subset grouping of the force sourcing JRC category. Consistent nomenclatures must be selected in JCRM from the available drop-down lists to allow follow-on analysis. If the desired nomenclature drop-down in JCRM is not available, coordinate with the JFC or JFPs for guidance on which nomenclature to use. The JFC and JFPs functional managers maintain the table that controls the drop-down selections for their assigned JRCs and nomenclatures. The USSOCOM GFM PLANORD SOF JCRM nomenclature list tab contains a list of the current SOF nomenclatures.

q. “Unit Type” Free-text description of the desired force type to meet the requested capability.

r. “Unit Type Code” (UTC) A UTC “wizard” allows the user to search authoritative data sources (U.S. Army Force Management System (FMS), type unit characteristics (TUCHA) for Navy and Marines, Deliberate and Crisis Action Planning and Execution System and Manpower and Equipment Force Packaging system for Air Force, and TUCHA for CSAs to select appropriate UTCs for entry into the Requirement UTC grid. Users can also create nonstandard UTCs. Once a UTC has been saved to a requirement, the UTC identifier becomes a hyperlink that can be accessed to tailor a given UTC. UTCs are not required in the operational force requirement; however, if the UTC field is filled in, the JCRM FTNs can be uploaded to JOPES IT with Joint Operations Planning and Execution System Data Network Services (JDNETS) to create an FRN to aid in execution. UTCs are required for each ULN in JOPES IT.

s. “Standard requirement code” (SRC). SRCs apply only to Army units. Provide if known. The SRC is automatically populated when a UTC is selected. JCRM does allow the user to search FMS web for an appropriate SRC in the OCP module. The SRC is not a required field in a force request.

t. “Nomenclature Description” Free-text description of the type of capability requested (including quantities, MODs, or combinations) that directly supports the “nomenclature” field. This field is intended for CCDR JTFs and CCDR Service and functional components to provide a free-text explanation to the type of force they are requesting if the nomenclature is not known. The CCMD

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staff uses this explanation to select the nomenclature in coordination with the JFC or JFPs, if necessary.

u. “Est. Personnel” Identify the estimated number of personnel required to fill the capability request. This is a CCDR staff estimate based on mission analysis and Service component knowledge of standard modified tables of organization; not necessarily the number of personnel that may be sourced in a given unit type. This number is used to assist FPs identifying the relative size of the unit and also provides estimates of the total CCDR force requests to the Services, JFPs, and ultimately to the SecDef.

(1) If the UTC field is used, JCRM automatically calculates the Estimated Personnel field based on the total personnel of all UTCs added to the requirement. The Estimated Personnel field can then be manually adjusted, if required.

(2) For nonstandard requests, the estimated personnel must equal the number of positions on the nonstandard spreadsheet.

v. “Deployment Location” Identify the city (or forward operating base (FOB)) where the requested capabilities are to be employed to fulfill the requested mission. The location can be selected by using the location wizard to search the geolocation file for a desired location, or a free-text location can be entered. Using the wizard enables the location to be transferred to ULNs in a TPFDD in JOPES IT via JDNETS.

w. “Country” The country where the force will be employed or deployed. Select the country from the drop-down menu. The table for the drop-down menu is the JOPES geographic reference file. This field is automatically populated if the location wizard is used to select the deployment location.

x. “Quantity” Quantity of the capabilities required, which is normally one (1); however, there are requirements that require a number other than one (1). When requesting more than one requirement of the same type of force, the supported CCDR must assign a unique FTN to each requirement.

(1) If a smaller or larger unit is required (e.g., a company minus or a reinforced BN), annotate the quantity as one (1) with the number of personnel in the “Est. Personnel” field and an explanation in the “Specialized Requirements” field.

(2) Entering a quantity other than one (1) for a capability requires JS approval each year.

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(3) ISR requirements may have quantities other than one (1). For ISR requirements, select the appropriate quantity type of hours or targets per time. Enclosure C contains additional information on ISR requirements.

(4) Presence is only used to request types of forces in the naval forces (Table 15 – “WS”) JRC. Operational force requests for naval forces are as follows:

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

(b) For non-submarine requirements less than 1 year with unknown specific dates, use 1 October to 30 September for start and end dates. Identify the portion of the year (0.5 is six months) being requested by the CCCR as the requirement amount. This communicates the requirement for six months of presence at any time during the fiscal year.

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

y. “Quantity Type” Indicate the units of measure the quantity field is intended to request. Most FTNs are “capability/presence.” For ISR requests these can be “hours per month” or “capability/presence.” See Enclosure C for further guidance on ISR requirements.

z. “Requested Start Date” The date the CCCR requests the force to transfer to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in the supported CCMD’s AOR to begin JRSOI, normally at the POD.

(1) For most naval forces, this specifies the requested AOR in-CHOP date.

(2) For PTDO requests, identify the date the requested capability is required to be available for deployment given the stated PTDO response time (this is the date the unit begins PTDO status). Format: DDMMYYYY. For rotational requirements of a full year’s duration, the start date is 1 October of the required fiscal year.

aa. “Requested End Date” Identifies the date the forces are no longer needed in the AOR and will redeploy. For enduring force requests that extend beyond FY E2, CCRs use 30 September FY E2 in this field. The

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corresponding subsequent rotational requirement FTN will have a start date of 1 October FY E3. For enduring requirements, JFPs provide sourcing solutions through the end of FY E2 and publish these in the FY E2 GFMAP Annexes. The end date auto-populates if the duration (in days) is entered.

bb. “Duration” Number of days for which the force is requested. Auto-populates from calculating the number of days from start date to end date, or entering the duration (in days) auto-populates the end date from the start date.

cc. “Joint Reception, Staging, Onward Movement, and Integration Days” The JRSOI Days field identifies the number of days that forces in theater overlap to complete reception, staging, onward movement, integration, transfer of authority, and redeployment out of AOR of the relieved force. The current doctrinal definition of JRSOI does not include the time for the relieved unit to redeploy out of the AOR, but this time is necessary to add to the doctrinal JRSOI time to schedule force rotations. If the CCDR requires an on-station turnover of naval ship assets at a specific location in the theater, use the JRSOI Days field to define the number of days required to account for transit time to (or from) the AOR boundary to allow for the on-station turnover.

dd. “Mission” Free-text description of the operational mission for the unit. Identifies the specific mission or missions the requested force performs during its deployment. The unit’s missions should be as detailed as possible to allow sourcing. The missions should be directly supported by the tasks articulated in the required capabilities field. At a minimum, include the following information:

(1) For each force requirement submitted for validation, CCDRs annotate in the first line of the mission text field the Joint Priority Code corresponding to primary GCF prioritized GCP IMO entered in the “Recommended Joint Priority Code.” Then, enter the Joint Priority Codes in descending order for any other GCP IMOs that this force would also support. The JS J-35 JFC Division JCRM functional managers maintain the spreadsheet of Joint Priority Codes assigned to each IMO on the GCF.

(2) If requesting additional capabilities, the CCDR specifies changes in the AOR that justify the requested capability. Justification should focus on changes in the enemy situation, physical environment, or new friendly mission sets.

(3) If the request is for an unanticipated replacement of forces or capabilities, justification must state the reason this capability is still needed.

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(4) Similar capabilities of the requested units already in the AOR are identified by number of units and an analysis of the reasons that similar in-theater forces cannot be used to support the requirement. This analysis considers the reprioritization of tasks assigned to like units already in theater, an assessment of providing ILO capabilities using units already in theater, and an assessment of contracting the desired capability.

ee. “Risk” Identify the CCDR operational risk level, based on references (a) and (g) from the drop-down menu if associated force requests were not sourced. Defined as low, moderate, significant, or high. JS functional managers maintain the table that controls the drop-down selections.

ff. “Risk Justification” Free-text narrative impact to the mission if not sourced. Describe the overall impact on the CCDR’s AOR, as well as the impact on the specific strategic priority, operation or activity if the request is not sourced. Describe ability to accomplish assigned tasks and objectives including executing operations, activities, and plans. Any risk assessment identified as significant or high require an explanation. This should be a logical, vice emotional, assessment from a strategic and operational perspective. CCDR, JFP or JFC, and Service risk assessments are submitted in the format specified in Enclosure F, paragraph 6.

gg. “Specialized Requirements” The free-text section includes instructions to include deployment information, training requirements, equipment issues, and costs. This includes required training that is out of the normal operating specifications of the capability requested or specific to the operation; TPE and mission essential equipment lists and special command relationships if other than what is stated in the base order. CCMDs must specify any special Service or joint interoperability pre-deployment training, equipping (includes special weapons), and personnel requirements to meet the requested capability.

(1) For nonstandard requests, this field must be very detailed to allow the FPs and Services to build a force to meet the request. It includes skill sets, rank, (MOS, NEC or AFSC) security clearance required, individual weapons, etc.

(2) If the request is for a PTDO, CCMDs indicate the requested authority to activate the PTDO order (normally the SecDef or CCDR) and any requested C2 relationships between the PTDO unit and the CCDR such as DIRLAUTH for planning.

(3) Include current status of protections for U.S. forces in the destination country or countries (e.g., status of forces agreement, diplomatic

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note) and effective dates of the agreement. Where no protections exist, provide CCDR's statement of risk concerning the deployment of forces.

(4) If weapons restrictions exist in the proposed HN (e.g., deployment of weapons is restricted), identify the specific restrictions issued by the HN or the U.S. country team.

(5) Identify external funding if available and funding guidance for requested deployments not covered by current overseas contingency operations (OCO) Contingency Funding Guidance.

(6) If specialized skill sets includes LREC see reference (mm).

hh. "POC Name" List the name of the person who can authoritatively answer questions relating to this capability request.

ii. "POC Service" List the Service of the person who can authoritatively answer questions relating to this capability request (e.g., USA, USMC, USN, and USAF).

jj. "POC DSN" Specify the POC Defense Switched Network (DSN) number.

kk. "POC Phone #" Specify the POC commercial telephone number.

ll. "POC SIPR" Specify the POC SIPRNET e-mail address.

mm. "POC NIPR" Specify the POC NIPRNET e-mail address.

nn. "Nonstandard" Indicate if the request is for a standard unit in the DoD inventory or a nonstandard force. Usually, standard units have a UTC or SRC. CCDRs should plan to use forces in the DoD inventory, and thus the force requests can be units in the DoD inventory. If the requirement is nonstandard, a nonstandard spreadsheet defining the individual requirements must be attached. The following fields in the nonstandard spreadsheet must be completed:

(1) Position or Billet Title. Titles should conform to those in existence within the Services. If a billet has unique prerequisites, they are listed in the remarks or position description blocks.

(2) Preferred Service.

(3) Desired Position Grade. A single rank or grade that is most preferred using the format of O#, E#, WO#, GS##, GG##, WG##, SES, or

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contractor. Do not use rank abbreviations. Do not use hyphens. If a range of ranks or grades is acceptable, specify the ranges in the remarks.

- (a) Officer and grade number – “O#”
- (b) Enlisted and grade number – “E#”
- (c) Warrant officer and grade number – “WO#”
- (d) Government schedule and grade number – “GS##”
- (e) Government grade and grade number – “GG##”
- (f) Wage Schedule and grade number – nonsupervisory “WG##”, leader “WL##”, or supervisory “WS##”
- (g) Senior executive service – “SES”
- (h) Contractor – “CTR”
- (4) Clearance.
- (5) Skill Category. Enter the appropriate four-character skill category in JCRM using the same naming convention as the FMTS.
- (6) Preferred component.
- (7) Any source (Y/N).
- (8) Skill Code. Determined by the skill category classification MOS, NEC, or AFSC.
- (9) Additional skill codes.
- (10) Remarks.
- (11) Requested LAD (auto-populated if first added to requirement and record is saved).
- (12) Tour length (auto-populated if first added to requirement and record is saved).
- (13) Position description.

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(14) Location (auto-populated if first added to requirement and record is saved). Country (auto-populated if first added to requirement and record is saved).

Note: The number of positions on the nonstandard requirement table must equal the estimated personnel.

oo. “PTDO” Check if the request is to have a unit designated on a prepare to deploy order. FPs can be tasked to have a unit prepared to deploy on short notice to meet high probability or high-risk missions where time to prepare is short. If a PTDO is requested, identify the requested deployment authority (e.g., SecDef or CCDR) and any additional caveats and authorities requested in the specialized requirements field.

pp. “PTDO Response Time” Identify the amount of time (in days) the requested capability has from order to beginning deployment (response time of unit on PTDO from orders to “wheels up”). If the time for PTDO is less than one day, indicate by using decimals (e.g., 12 hours would be entered as .5).

qq. “Service Only” Identify whether the requested capability can only be sourced with a specific Service. If “Y” is selected in this field, then the joint field is automatically selected as “N.”

rr. “Joint” Identify whether the requested capability can be sourced with multi-Service forces. Requesting CCDRs provide a nonstandard worksheet to support ad hoc sourcing of a requested capability. If “Y” is selected in this field, then the Service Only field is automatically selected as “N.”

ss. “In-Lieu-Of” The sourcing of a specified capability can be replaced with an in-lieu-of or like alternative. Identify if alternative sourcing would be acceptable to meet the stated capability.

tt. “Contractible” Select “Y” (Yes) if the capability can be contracted. If contractible is selected, provide an explanation of why a force is being requested vice contracting for the capability. An FTN for desired contracts is neither required nor desired. A force request should not justify funding a contract. Requests for contracted capabilities should not be submitted as operational force requests and are not validated.

uu. “Assigned Force” Indicate whether the supported CCDR intends to source the request with assigned forces. If checked yes, indicate in the Clarification Notes field the unit or force the CCDR intends to use.

vv. “Internal Rotations” This data field indicates the CCMD allows FPs to conduct rotations.

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ww. “SFA” SFA is defined as DoD activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions. Refer to Department of Defense Instruction (DoDI) 5000.58, “Security Force Assistance (SFA),” reference (yy), for more information.

xx. “TSC” Indicate whether the force request supports a TSC activity. If any TSC is selected as the operation, this block is checked yes.

yy. “Previous FTN” (Rotational requirements only): This field is specific to rotational requirements and is used to identify previous fiscal year FTNs. When the “copy to next rotation” feature is used to create an FTN, this block is automatically filled in. For a new force request (emergent), this field is left blank. When the “copy to next rotation” is used, rotational force requests is linked to the previous years. Linking FTNs facilitates accurately scheduling units’ start and end dates with proper JRSOI.

zz. “Future FTN” When the copy to next rotation feature was used to create a future FTN, this block is automatically filled in with the FTN for the next fiscal year.

aaa. “Associated FTNs” Identifies FTNs that have been grouped together by the CCDR. For example, many FTNs can make a compiled force capable of conducting an operation. To associate FTNs, use the “association management” function. All FTNs for an adaptive force package should be associated.

3. Force Deployment Data. The fields for force deployment data are found in the JCRM requirements module under the requirements tab. They are entered by the CCMD originating a force requirement. These fields are listed near the end of the other requirement data fields listed in paragraph 2. (rotational) and paragraph 4. (emergent).

a. “PID” The five-character, command-unique, alphanumeric field identifying the plan identification number of the JOPES TPFDD used to document the unit deployment plan.

b. “Newsgroup” A collaborative message area in which subscribers post messages to a group pertaining to the force request In accordance with reference (aa) and the CCMD TPFDD letter of instruction.

c. “Force Module (FM)” A five character alphanumeric label for a purposeful grouping of ULNs in a TPFDD.

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d. “Redeployment PID” A five-character, command-unique, alphanumeric field identifying the JOPEs TPFDD(s) used to document the redeployment plan of the force.

4. Additional Data Fields for New Force Requirements Only. A new requirement is a force that has not been previously requested. It may or may not have follow-on rotational requirements. JCRM shows new requirements as “emergent.” The data fields for new requirements are found in the JCRM requirements module under the requirements tab. They are entered by the CCMD that originates a force requirement. These data fields are the same as rotational requirements listed in paragraph 2. with the additional data fields listed in this section. These data fields cannot be changed once an FTN is copied to next rotation.

a. “Enduring Requirement” For an enduring mission, there might be one or more follow-on rotational FTNs. Enter “Y” if the requirement becomes an enduring requirement; e.g., the CDR intends to have a rotational follow-on requirement in the next fiscal year. New requirements can be submitted in the Annual Submission provided that the requirement is identified as a new requirement. This field appears after the operation data field (paragraph 2.j.).

b. “Situation” Free-text description of operational situation. This field appears before mission data field (paragraph 2.dd.).

c. “Mission Justification” Free-text justification of what has changed in the theater to warrant the necessity for this additional force. Justification should include expanded mission, changes in enemy situation, etc. This field appears after the mission data field (paragraph 2.dd.).

d. “Similar Capabilities in Theater” “Y/N” drop-down menu that indicates if similar capabilities are already in theater. When changed to “Y,” activates similar capabilities in theater data field for a free-text explanation of similar capabilities in theater. When “Y” is selected, a free-text entry is required. This field appears after the risk justification data field (paragraph 2.ff.).

e. “Other” Supported CDR’s preferences and priorities. If a particular force or source for the force is requested, provide the rationale. This field appears after specialized requirements data field (paragraph 2.gg.).

f. “Administration and Logistics” Include logistics estimates for deployment drawn from preliminary coordination. Include need for intermediate staging bases or opening of other support facilities outside the supported CDR’s AOR. Include funding source recommendations. Include transportation priority code recommendations. Deployment and travel to high

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terrorist threat areas. Include antiterrorism and force protection guidance. Requesting CCDR must certify the following: “The terrorist threat for areas in which individuals and units will deploy has been reviewed. Deployment of these personnel is certified to be necessary for mission accomplishment.” This field appears after specialized requirements data field (paragraph 2.gg.).

g. “Public Affairs Guidance” “Y/N” drop-down menu that defaults to “N.” If “Y” is selected, it activates the PA guidance statement free-text field, where a statement is provided describing the PA guidance. This field appears after the specialized requirements data field (paragraph 2.gg.).

h. “Communications Support Requirements” “Y/N” drop-down menu that defaults to “N.” If “Y” is selected, it activates the communications support requirements description free-text field, where a statement is provided describing the required communications support. This field appears after the specialized requirements data field (paragraph 2.gg.).

i. “Command Relationship” Free text. If determined, identify anticipated command relationships; if not determined or required, enter “none.” This field appears after specialized requirements data field (paragraph 2.gg.).

j. Non-functioning Fields. The data fields titled “GFMAP Order” and “CCMD Notes” on the requirement page after the “Command Relationship” field are non-functioning.

5. “Joint Staff Data (Validation Section)” These data fields in the JCRM requirements module are under the requirements tab below the requirements force deployment data field listed in paragraph 3. They indicate the status of JS review and validation.

a. “JFP” The JS J-35 JFC Division assigns the JFC, or the appropriate JFP responsible for determining, recommending, staffing, and providing sourcing recommendations with requisite analysis and options to the SecDef from the drop-down menu. JS J-35 JCRM functional managers maintain the table that controls the drop-down selections.

b. “Joint Priority” JS J-35 assigns a Joint Priority Code from the IMO in the GCF that aligns the request from the drop-down menu. JS J-35 JFC Division JCRM functional managers maintain the table that controls the drop-down selections.

c. “Sourcing Guidance” Free-text field identifying any JS guidance to JFPs to consider when developing recommended sourcing solutions. The field can communicate caveats during validation.

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6. Additional Data Fields in the Force Provider Module. The following data fields are found in the JCRM force provider module. They provide a view of the force requirement during sourcing by the JFC and JFPs.

a. “Sourcing Status” The requirement detail tab, within the JFP nominations section, contains a “sourcing status” field that the JFC or JFP uses to mark the status of sourcing actions for an FTN. JS J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections. This field allows the user to select one of the below sourcing options to identify the level of completeness for an FTN solution:

- (1) Open. No sourcing solution selected at this time.
- (2) Partial PAX Sourced. Partially sourced, but still working on solution.
- (3) Partial Fiscal Year Sourced. Full solution, but deployment does not cover fiscal year. For example, sourcing still needed for a second rotation.
- (4) Fully Sourced. Full solution to entire requirement provided, to include rotations that start in the previous fiscal year.
- (5) Closed with Partial Sourcing. Partially sourced with approval to close.
- (6) Closed Without Sourcing. Approved to not source and closed.
- (7) Cancelled. Requirement rescinded or cancelled.
- (8) Dual Sourced. FTN is dual sourced with another FTN. The main FTN is marked Fully Sourced with full number of PAX. The dual sourced FTN is marked Dual Sourced and the ordered PAX are zero. Same Force Provider is selected and JCS Remarks state the FTN that is dual sourced.

b. “FTN Category” The JFC or JFPs use the FTN category to further define the sourcing status. It indicates a reason associated with the Sourcing Status field. JS J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections.

c. “Force Element Category” The JFC or JFPs use this drop-down menu to track the CCDRs' THF based on the information provided by the CCDRs in the Clarification Notes. JS J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections.

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d. “AO Comments” Free-text data field for the JFC or JFP to annotate notes regarding the sourcing strategy being pursued or the sourcing status. These are intended for AO-level notes only and are not authoritative.

e. “FTN Issues” Free-text data field for the JS and JFPs to annotate issues with the CCDR-approved requirement that should be addressed prior to JS validation.

7. Force Request. The JFC and JFPs use the force request divide to assign FPs to provide a nomination. JFC and JFP analysts create the force request in the JFP and JFC recommendation tab. The fields in the force request divide include:

a. “FP” Selected by the JFC or JFP to identify the FP(s) tasked to provide a nomination.

b. “JFP Request Comments” Sourcing guidance provided by the JFC or JFP to the FP(s).

c. “FP Nom State” Enables the FPs to manage the state of developing sourcing nominations with their subordinate commands. The meaning of 1st, 2nd, and 3rd review as well as complete can be defined by FP standard operating procedures.

d. “JFP Status” The JFC or JFP analyst enters “none,” “partial,” or “full” to indicate whether the submitted nomination fully met the requirement.

e. “FP Request Comments” Allows the FP to input and edit additional sourcing guidance or comments.

f. “Nominate” Button. FP users, with a FP analyst role and write permissions, can click on the nominate button within the force request divide to create a new FP nomination template.

g. “Submit” Check Block. When the FP completes the FP nomination, they use the submit check block in the FP nomination template to submit the nomination to the requesting JFC or JFP.

8. Force Provider Nomination and Joint Force Provider or Joint Force Coordinator Recommendation Templates. The following data fields are found in both the FP module under the FP nominations and “JFP/JFC” recommendations tabs. The required information in the data fields apply to both the FP nomination and JFP or JFC recommendation templates. For FP nominations, data elements are preceded with “FP NOM.” For JFP or JFC recommendations, data elements are preceded with “JFP/C REC.”

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a. “Rotational Fill” Yes (checked) or No (not checked). This block is used for follow-on analysis to avoid duplicate counting of numbers. If this is the first unit rotation for a given fiscal year, the block is not checked. If this is a subsequent rotation of the same force in a given fiscal year, the block is checked (the annual fill block is not related to the internal rotation block in the force request portion of the FTN).

b. “Rescinded:” “Yes” or “No”—indicates whether the nomination or recommendation is active or has been cancelled (rescinded). This field is located on the JFP nomination but not the FP nomination.

c. “JFP/C FTN Line Num” Each FP nomination receives a line number (1–999). Each JFP recommendation also receives a line number. The JFP recommendation FTN line number enables the GFMAP to have unique lines for each rotation or for each ordered “part” of a sourcing solution for the FTN; for example, a rotation of Army AC and Army RC forces has two line numbers (1 and 2). The second rotation can have line numbers 3 and 4. The FTN line numbers for the FP nominations and the JFP recommendations are not the same. The JFP Recommendation FTN line number carries forward to the ordered FTN line number.

d. “CCMD/Service/Agency” The CCDR, Service Secretary, or Director of DoD Agency that is ordered in the GFMAP Annex to provide based on the FP selected. JCRM has a table with the command, Service, or agencies and their subordinate commands that fill in the CCMD field when the FP is selected.

e. “Force Provider” The nominated FP. When a FP is selected, JCRM matches the FP to the appropriate (echelon 1) command to fill in the Service or DoD Agency. JS J-35 JFC JCRM functional managers maintain the table that controls the drop-down selections and the command, Service, or agency associated with each FP.

f. “Component” (labeled “Recommended Component” in “JFP/C” tab) Active, Guard, Reserve, or Civilian designation. If RC is sourced, then provide the following information:

(1) “Previous DEMOB”. Date unit DEMOB on previous deployment.

(2) “Alert date”. Required to meet nominated start date.

(3) “MOB date”. Required to meet nominated start date.

(4) “Remobilization”. Check if the unit has been previously mobilized and deployed since 2001.

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g. “Service” The Service of the nominated sourcing solution.

h. “PAX” Number of personnel in the nomination.

i. “Amount” The portion of the request sourced by this nomination. If the required amount type is “capability/presence,” then the nominated amount is a fraction of the full request. For example, if one unit containing 3400 PAX is requested and a unit is nominated with 3000 PAX, JCRM auto-calculates (if user clicks on the “calc nom amts” button) the nominated amount to be 0.88. The percentage is based on the requested PAX multiplied by the required amount, divided into the nominated amount. If the nominated sourcing solution provides the entire capability (but might not exactly match the full number of PAX requested), then the “nom amt” should be manually changed to 1 (signifying the sourcing solution provides the full capability requested). If the required “amount type” is not “capability/presence,” then the nominated amount is a number representing the number nominated, for example, if the requested amount is 500 hours and a nomination is made with 450 hours, then the “nom amt” should be 450.

j. “Amount Type” Type of sourcing solution, which are capabilities, presence, hours per month, hours per year, images per month, images per year, number of aircraft, targets per month, or targets per year.

k. “Start Date” The day nominated or recommended for the allocated force to transfer to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in in the supported CCMD’s AOR to begin JRSOI, normally at the POD.

(1) For naval forces, this is the ordered AOR in-CHOP date.

(2) For forces on PTDO, the start date identifies the date the unit is ordered to be ready for activation to meet the PTDO response time (this is the date the unit begins PTDO status). Format: DDMMYYYY.

(3) For rotational requirements, Services and FPs need to ensure the start date aligns with the previous rotation and to include accounting for any JRSOI window.

l. “Duration Days” The length of time, in days, the nomination orders the sourcing unit into the AOR. JCRM calculates duration days if the Start and end dates are filled in.

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m. “End Date” The date the nominated unit is scheduled to: redeploy, out-CHOP, end of mission, or PTDO. JCRM calculates end date if the start date and duration are filled in.

n. PTDO Days. PTDO is the number of days the unit is required to be ready to deploy upon receipt of orders. If the time for PTDO is less than 1 day, indicate using decimals.

o. “Joint Staff Binning” JS binning category (green, yellow, orange, or red).

p. “JS Binning Comments” Free-text explanation of the JS binning. Comments are required to justify the binning for availability at significant or exceptional constraints categories (orange and red).

q. “DWELL” AC: the time in days a unit, detachment, or individual not attached to a unit or detachment is not on a deployment. RC: the time in days between the release from active duty pursuant to title 10, U.S. Code, sections 12301(a), 12302, 12304, 12304a, and 12304b and the reporting date for a subsequent tour of such active duty.

r. “Dwell Months” Days of dwell converted to months.

s. “D2D” The D2D ratio of the unit, detachment, or individual at the projected time of deployment. This is the ratio of days of previous deployment to the number of days in dwell the unit has prior to next deployment. For RC units, JCRM M2D ratio is labeled mob-dwell ratio. The 1, as the quotient is assumed and the FP should only provide the proportion. (e.g., 1 to 2 D2D would be a number “2” in the block)

t. “Prev Redeploy” If applicable, date the unit returned to home station following the last deployment.

u. “Previous Operation” If applicable, last operation to which the unit deployed.

v. “Deployment Location” Defaults to the location requested in the requirement. Location is updated via the location find wizard or entered as a free-text narrative description of the employment location. This field is located on the JFP nomination but not the FP nomination.

w. “Country” The country of the deployment location. Select from drop-down menu. The table for the drop-down menu is the JOPES geographic reference file. This field is automatically populated if the location wizard is used to select the deployment location and defaults to the country requested in the requirement. Two-digit country codes represent the country the force will

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deploy to. Country is updated by using the location find wizard above or by using the pull-down menu. This field is located on the JFP nomination but not the FP nomination.

x. "Type of sourcing solution" Check the appropriate block (standard, joint force, ILO, or ad hoc):

(1) "Standard". A mission-ready, joint capable force with associated table of organization and equipment executing its core mission.

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

(3) "ILO". A standard force, including associated table of organization and equipment, which is deployed or employed to execute missions and tasks outside its core competencies.

(4) "Ad-hoc". An ad hoc capability is consolidating individuals and equipment from various commands or Services and forming them into a deployable or employable entity, properly manned, trained, and equipped to meet the supported CCDR's requirements. Ad hoc nominations must be accompanied by an ad hoc spreadsheet. The number of positions in the spreadsheet must match the nomination.

y. "Service Red Line" Indicate whether the nomination violates the Service red lines. If the nomination exceeds a Service red line, explain why in the Service red line comments in free text.

z. "Service Red Line Comments" If the nomination exceeds a Service red line; explain why in the Service red line comments in free text.

aa. "Source Next FY" Projected if nomination can be filled in the following year. "Yes" or "no."

bb. Cost Estimates. FPs, in collaboration with Service HQ budget offices, must submit cost estimates along with each sourcing nomination during SDOB staffing. Cost estimates for each sourcing nomination are no longer required to be entered in JCRM but may be reported in JCRM FP Nominations and JFC or JFP recommendations as follows:

(1) "B.B. O&M" for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service's base-budget operations and maintenance (O&M) appropriation.

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(2) “OCO O&M” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service's OCO-budget O&M appropriation.

(3) “B.B. MILPERS” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service's base-budget military personnel (MILPERS) appropriation.

(4) “OCO MILPERS” for Service-estimated incremental cost (in thousands of dollars) to deploy this unit, which are funded from the Service's OCO budget military personnel appropriation.

cc. Unit information

(1) “UIC”

(2) “Unit Name” Unit data. Add planned number of aircraft or weapons system after the unit name where applicable (e.g., “457 fs (2 x F-16)” or “552 acw (3 x e-3c)”).

(3) “Home Station” Unit home station.

(4) “Home State” Unit home state.

(5) “O6 Name” Name of the O-6 authorizing the nomination.

(6) “O6 Date” List date of nomination.

(7) “AAD” Actual arrival date. The date the previous unit actually arrived in theater.

(8) “Risk” Free-text fields to articulate FP risk of the nomination. Risk metrics are discussed in greater detail in references (a) and (g). The metrics are specified to allow different Service solutions to be compared with common metrics but FPs, the JFC, or JFPs should not limit themselves to only these metrics. The FP nomination should include the risk to source other force requirements to include those that have already been ordered as well as anticipated future rotational requirements, as applicable. The risk metrics should not restrict providing the best information up the chain of command to support the SDOB briefer informing the SecDef on making the most informed decision possible.

(9) “Risk - DWELL” D2D Ratios and M2D Ratios (see the Military Risk Consequence Matrix in reference (g)):

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(a) Reserve M2D Ratio.

1. Low: M2D ratio greater than or equal to 1 to 5, or first-time deployment.
2. Moderate: M2D ratio greater than or equal to 1 to 4 and less than 1 to 5.
3. Significant: M2D ratio greater than or equal to 1 to 3 and less than 1 to 4.
4. High: M2D ratio less than 1 to 3.

(b) Active D2D Ratio.

1. Low: D2D ratio greater than or equal to 1 to 3.
2. Moderate: D2D ratio greater than or equal to 1 to 2.5 and less than 1 to 3.
3. Significant: D2D ratio greater than or equal to 1 to 2 and less than 1 to 2.5.
4. High: D2D ratio less than 1 to 2.

dd. “Risk - Readiness” Risk of having unit prepared (personnel, equipment, and training) to meet mission at start date. Unit readiness (personnel, equipment, and training) projected at start date.

- (1) Low: force is mission capable for full spectrum missions.
- (2) Moderate: force is ready for specified mission.
- (3) Significant: force is ready “just in time.”
- (4) High: force is not ready for mission.

ee. “Risk - Institutional” Development and industrial base ability to meet requirement.

- (1) Low: meets all mission requirements.
- (2) Moderate: meets priority requirements.
- (3) Significant: meets some priority requirements.

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(4) High: meets some essential requirements.

ff. “Risk - Current Operation” Risk to current operations.

(1) Low: Capacity to meet all requirements.

(2) Moderate: Capacity to meet most worldwide requirements.

(3) Significant: Some shortfalls in critical requirements.

(4) High: Not able to meet critical requirements.

gg. “Risk - Future Challenges” Risk to sourcing potential future contingencies.

(1) Low: Full capacity to meet all requirements.

(2) Moderate: Shortfalls cause minor plan deviations.

(3) Significant: Shortfalls cause major plan deviation.

(4) High: Shortfalls make execution of the operation impossible.

hh. “CJCS Order Remarks” Free text. The FP nomination and JFP recommendation should include recommended wording for the JCS “Notes/Remarks” in the GFMAP Annexes. This can include amplifying guidance for C2 relationships. Examples include: forces allocated in the GFMAP are OPCON to the supported CDR unless otherwise noted in these remarks; Annex F also includes ordered DS relationships for cyberspace forces; authority to activate a PTDO; or other directive information as required. This data field is the “JCS Notes/Remarks” that is published as a field in the GFMAP Annexes. JFC or JFP ad hoc sourcing recommendations involve multiple FPs address the training and equipping responsibilities of each FP in the “JCS Notes/Remarks.” It is not appropriate to put staffing notes, POC information, or other non-directive language to ordered FPs in this field. This field corresponds to the “JCS Notes/Remarks” in the GFMAP Annex.

ii. “JFP Order Remarks” Defaults to the text in the FP nomination but can be changed by the JFP or JFC as required in the recommendation. Used to provide specific direction in the JFP GFMAP Annex Schedules to the ordered FP when sourcing the requirement. Modified lines should be explained.

jj. “Start Date Change Comments” Free text comments explaining the rationale for nominated or recommended start and end dates or changes to those dates.

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9. Orders Section of Joint Force Coordinator or Joint Force Provider Orders.

Within the FP module, the orders tab allows the JFP to add, edit, and delete JFC or FP recommended sourcing solutions to a GFMAP Annex. Subsequent MODs to orders are allowed when in draft (unlocked) status and are locked when the order is approved and published.

a. “Originator” Select the organization that is creating the order, usually the Chairman for GFMAP Annexes and the JFP for the JFP GFMAP Annex Schedules.

b. “Order Name” This function allows the user to designate the order to which a JFC or JFP recommendation is added.

c. “MOD Name” Allows the user to designate the MOD to which the JFC or JFP recommendation is added. For orders in draft, the MOD is usually labeled with the expected SDOB date. When the order is approved, the MOD name is changed to the correct MOD number in sequence.

d. Ordered “Force Provider”

e. Ordered “component”

f. Ordered “JFP”

g. Ordered “Country”

h. Ordered “Amount”



Default to JFC or JFP recommendations but may be changed as required.

i. Ordered “PAX” Note that the quantity of ordered PAX may differ slightly from the PAX and personnel strength (PERS) data fields in JOPEs.

j. Ordered “EAD” This is the earliest arrival date (EAD) for the requirement. The default is 14 days prior to ordered start date in the nomination.

k. Ordered “Start Date” The day the FP is ordered to transfer the allocated force to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in in the supported CCMD’s AOR to begin JRSOI, normally at the POD. Defaults to the JFC or JFP Recommended start date.

l. Ordered “End Date”

m. “PTDO Days”



Default to JFC or JFP Recommendations but may be changed as required.

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n. “Status” A lock icon indicates the order is in a locked MOD. When the order is released, the order MOD should be locked to prevent inadvertently changing the data in the order.

o. “Deployment Location” Defaults to JFC or JFP recommendation, but can be changed as required.

p. “Ad hoc” An ad hoc icon is displayed if the JFP recommendation contained in an ad hoc solution. The ad hoc spreadsheet details is viewed by clicking on the icon.

q. “Change Notes” Subsequent changes to orders affecting the FTN Line Number can be explained in this free-text field.

r. “CJCS Order Remarks” Free text; defaults to wording in JFC or JFP recommendation but can change as required.

(1) The CJCS order remarks show up in the column header of the GFMAP Annexes as the “JCS Notes/Remarks” field and should include recommended wording such as amplifying guidance for C2 relationships, authority to activate a PTDO, or other directive information as required.

(2) When GFMAP lines are ordered, update JCS orders notes and remarks to indicate the action taken. The following standard language is used. Any clarifying information should be included after the initial standard statement.

(a) For each GFMAP Annex line of the base order:

1. Full solution.
2. FY XXXX.X rotation.
3. Close without sourcing (CWOS) X of XX PAX (hours, # platform, etc.) and reason; e.g., CWOS 2 of 4 PAX due to capacity, CWOS 1 of 50 PAX due to earliest achievable LAD of 1 January, etc.

(b) When ordering MODs to the base order:

1. Start date shift from XXXXX to XXXXX.
2. End date shift from XXXXXX to XXXXXX.
3. Adjust PAX from XX to XX.

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4. Administrative change: (unit, UIC, home station, etc.).
5. Order replacement forces for FYXX.X rotation.
6. Order additional forces.
7. Initial order of forces for RFF XXXX.
8. Order rescinded In accordance with REDEPORD X-X; DTG (message date-time group).
9. Remission XX PAX from or to FTN XXXXXXXXXX.
10. Close without sourcing X of XX PAX (hours, etc.).

s. “JFP Order Remarks” Defaults to the text in the JFP Recommendation but can be changed as required. Used to provide specific direction in the JFP GFMAP Annex Schedules to the ordered FP when sourcing the requirement. For modified lines, the change should be explained.

t. “Ordered Paragraph” The paragraph number of the deployment order this deployment was ordered in. (No longer used after the 2007–2009 Operation IRAQI FREEDOM and Operation ENDURING FREEDOM EXORDs.)

u. “Delete” Check if the draft order for the FTN line number should be deleted when the user selects save. Only unlocked orders can be deleted.

10. Combatant Commander Order (Green Section)

a. This section covers the use of the CCDR order writing capability. The objective of the CCDR order functionality is to allow a CCMD to create a CCDR DEPORD within JCRM and assign FTN line numbers ordered in the Chairman’s GFMAP Annex to a CCDR DEPORD.

b. CCMDs are able to search for individual or multiple FTN line numbers that are assigned to a locked GFMAP Annex and to assign those FTN line numbers to a CCDR DEPORD. The CCMD can also designate OPCODE and TACON for each ordered FTN line number and enter CCDR remarks to the order or AO comments, as required. CCMDs are also able to use the query feature to create and print a spreadsheet of their DEPORDs along with the JFC or JFP schedules fields. This spreadsheet is intended to allow the CCDR to publish a DEPORD in spreadsheet format similar to the GFMAP Annexes. The CCDR order functionality is contained within the FP module and includes the following tabs and section:

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(1) “Orders/CCDR Orders” This tab is used to create the DEPORD and assign or update multiple FTNs at a time using the JFC or JFP schedule Annexes.

(2) “Queries” This section is used to create and export spreadsheet extracts of the CCDR order and the JFC or JFP orders.

(3) “JFP/JFC Recommendation/CCDR Order” This tab allows the CCMD to view an FTN or line that is in a locked CJCS order. If a green DEPORD template is available, then a user can add this FTN or line to a CCDR DEPORD MOD and fill in the information below:

(a) CCDR DEPORD Name. Lists the available unlocked CCDR DEPORDs.

(b) DEPORD MOD. Lists the CCMD unlocked MODs.

(c) OPCODE. Lists the components for the user’s command. If OPCODE default was selected in the orders description tab for the MOD, then OPCODE is automatically assigned upon save.

(d) TACON. Lists the components for the user’s command. Allows the CCDR to designate TACON, if desired.

(e) CCDR Order Remarks. CCDR uses this feature to add relevant guidance to the Service component or JTF CDR. It is not used to change SecDef decision, but comments only.

(f) CCDR AO Comments. Relevant AO comments.

(4) “Request for Forces Message” The RFF message format is applicable to original requests and all MODs. Appendix A to Enclosure I is a sample RFF message format.

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APPENDIX A TO ENCLOSURE I

SAMPLE REQUEST FOR FORCES MESSAGE FORMAT (CLASSIFIED WHEN FILLED IN)

Explanation text is in square brackets. Data fields are bounded by “<” and “>.”

(PRECEDENCE)

From: [CCDR]

To: Joint Staff Washington DC//J3//

Info: SecDef Washington DC

CSA Washington DC

CNO Washington DC

CSAF Washington DC

CMC Washington DC

CSO Washington DC

COMDT COGARD Washington DC//G-OPD/G-OPF//

Joint Staff Washington//J1/J3/J35/J4/J4 LRC//

...

CLASSIFICATION

OPER/OPERATION NAME//

MSGID/ Order/<originator>/<message serial number>/<month
name>/<qualifier>/<serial number of qualifier>//

REF/A/<Type of ref>/<Originator>/<Date or DTG>/<SER #>/<special
notation>//

AMPN/[Free text to explain preceding reference.]//

POC/<Name>/<Rank>/<Office>/<Location>/<phone>//

ORDTYP/RFF [or “RFDS” for cyberspace protection forces]/<order
originator>//

NARR/1. () This is a <routine/urgent/immediate> request for
forces [or “request for direct support (RFDS)” for cyberspace
protection forces] . <CCDR> has determined the deployment of
additional forces to the <specify command> AOR is required.
<Timezone>/Z//

GENTEXT/Situation/

2. () [Provide background address changes in the AOR which
necessitates additional forces, e.g., changes in enemy

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situation, the physical environment, new coalition missions, etc. For urgent and immediate RFFs a statement that the CCCR affirms the need for an urgent or immediate RFF. For immediate RFFs a statement that the CCCR places the highest priority on this request and the operational mission is at high risk of failure without the requested capabilities.]]//

GENTEXT/Mission/

3. () [Provide brief description of the concept of operation that forces included on this request required to perform including the GCP and IMO task(s) the requirement supports.]]//

GENTEXT/Force Requirements/

() Forces Required.

3.A. () <FTN>. [For enduring requirements include FTNs for rotational requirements in future fiscal years].

3.A.1. () <Subordinate Command>. [The CCCR Service, functional component, or JTF requesting the force.]

3.A.2. () <JRC/Nomenclature>.

3.A.3. () PTDO and PTDO response time. [Indicate (Yes or No) if the request is to have a unit designated on a PTDO. If request is for PTDO, identify the amount of time (in days) the requested capability has from receipt of PTDO activation order to beginning deployment (response time of unit on PTDO from orders to “wheels up”). If less than 24 hours, indicate time in decimals of a day.]

3.A.4. () Quantity or Quantity Type. [Identify the number or presence level of unique unit capabilities being requested. This quantity is typically equal to one. When more than one requirement of the same capability type is requested, the supported CCCR should assign a unique FTN to each requirement. Indicate the units of measure the quantity field is intended to request. Most FTNs request “capability/presence.” For ISR requests these can be “hours/month,” or “capability/presence.”]

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3.A.5. () Estimated Personnel. [Identify the estimated number of personnel required to fill the capability request. This is a CCDR staff estimate based on mission analysis, not necessarily the number of personnel that can be sourced in a given unit type. This number is used to assist FPs identifying the relative size of the unit and also provides estimates of the total CCDR force requests to the Services, JFPs, and ultimately to the SecDef. If unit quantity is more than one, input the estimated personnel to fill one unit.]

3.A.6. () Standard or Nonstandard Force Request. [Indicate if the request is for a standard unit in the DoD inventory or a nonstandard force. Usually, standard units have a UTC or SRC.]

3.A.7. () Joint Priority. [The CCDR recommends the priority, based on current strategic direction, the JS should assign to the request.]

3.A.8. () Requested Start Date. [The requested date the force, including personnel and equipment, is requested to arrive in the supported CCDR's AOR. For naval forces, this is the requested AOR in-CHOP date. For PTDO requests, identify the date the requested capability must be available for deployment given the stated PTDO response time (this is the date the unit begins PTDO status).]

3.A.9. () Requested End Date. Identify the last date that forces are needed in the AOR. This date specifies the date the force is no longer needed by the CCDR and will redeploy. For enduring force requests, CCDRs use 30 Sept in this field.]

3.A.10. () Deployment Location or Country. [Identify the city or FOB and country where the requested capabilities are employed to fulfill the requested mission. The country of the deployment location.]

3.A.11. () Command Relationships. [Identify anticipated command relationships.]

3.A.12. () Capability Required. [Free-text description of the identified force requirement. This field must specify the METs the unit performs. It should also include the capability being requested, e.g., generic unit description, skill sets required,

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technical capacities desired, and proficiencies needed in order to conduct an adequate troop to task analysis. The goal is to identify and describe capabilities required, not manning requirements.]

3.A.13. () Specialized Requirements. [Free-text section includes any special instructions, training requirements, and equipment issues. This includes required training that is out of the normal operating specifications of the capability requested or is specific to the operation, Theater Provided Equipment, Mission-Essential Equipment Lists, and special command relationships if other than what is stated in the base order. Specify special Service or joint interoperability pre-deployment training, equipping (includes special weapons), and personnel requirements to meet the requested capability including, but not limited to, required skill sets, rank, (including either: MOS, NEC or AFSC), security clearance required, individual weapons, etc. If skill sets includes LREC see reference (mm). For nonstandard requests, this field must be very detailed to allow the FPs and Services to build a force to meet the request. If the request is for a PTDO, indicate the requested PTDO activation (normally the SecDef or CCDR) and any requested C2 relationships with the PTDO unit (such as DIRLAUTH for planning).]

3.A.14. () Clarification Notes. [Free-text field to provide additional information that explains the force request. When sourcing with assigned forces is anticipated, the requestor lists the unit name and UIC of the assigned force to source this requirement in this field. For NATO requirements, CCMDs include the CJSOR number for the requirement so the two force lists can be cross-referenced. Include details within each primary ISR nomenclature, to specify hours per month for each geographic location, authorized mission, or operation and support to specific entities in this field.]

3.A.15. () Situation. [Free-text description of operational situation anticipated for the requested unit.]

3.A.16. () Mission. [Free-text description of operational mission for the unit. Identify the specific mission the requested force performs during its deployment. The unit's

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mission should be as detailed as possible to allow sourcing. The mission should be directly supported by the tasks articulated in the required capabilities field.]

3.A.17. () Mission Justification. [Free-text justification of what has changed in the theater to warrant the necessity for this additional force. Justification should include expanded mission, changes in enemy situation, etc.]

3.A.18. () Risk. <Service/CCMD> [concurrence or nonconcurrence], and assesses [strategic/Service/CCDR/unit] risk as the following:

3.A.18.1. () Nature Of Risk: [Strategy/Service/CCDR/unit] incurs [Low/Moderate/Significant/High] risk to [mission/force] if [proposed/requested action].

3.A.18.2. () Who incurs risk: [Strategy/Service/CCDR/Unit]; specifically [sub-capability/subordinate organization] as related to [proposed/requested action.]

3.A.18.3. () Risk Duration: [FY 20XX/Months/days/specific tasking or mission time horizon].

3.A.18.4. () Risk Mitigation: [modify/add/replace/extend/CWOS]

3.B. () FTN. [List FTN and the below information for each additional force requested in the RFF.]

3.B.1. () Subordinate command.

3.B.2. () JRC/nomenclature.

3.B.3. () PTDO/PTDO response time.

3.B.4. () Quantity/quantity type.

3.B.5. () Estimated personnel.

3.B.6. () Standard or nonstandard force request.

3.B.7. () Joint Priority

3.B.8. () Requested start date.

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- 3.B.9. () Requested end date.
- 3.B.10. () Deployment location/country.
- 3.B.11. () Command relationships.
- 3.B.12. () Capability required.
- 3.B.13. () Specialized requirements.
- 3.B.14. () Clarification notes.
- 3.B.15. () Situation.
- 3.B.16. () Mission.
- 3.B.17. () Mission justification.
- 3.B.18. () Risk. [Low/Moderate/Significant/High]
- 3.B.19. () Risk Justification.
- 3.B.20. () Similar Capabilities in Theater.
- 3.B.21. () Other.

GENTEXT/Admin and LOG/

4. () Estimated Logistics Requirements. [Include logistics estimates for deployment drawn from preliminary coordination and research. Include need for intermediate staging bases or opening of other support facilities outside the supported CDR's AOR. Include funding source recommendations. Include transportation priority code recommendations.] Force deployment data to support this deployment is contained in a PID <XXXX>, FM XXX. Redeployment PID is <XXXXX>. Newsgroup <XXX.XXX.XXX> is used to coordinate this deployment.

4.A. () Deployment And Travel To High Terrorist Threat Areas. [Include antiterrorism and force protection guidance. Requesting CDR must certify the following: "the terrorist threat for areas in which individuals and units deploy has been reviewed. Deployment of these personnel is certified to be necessary for mission accomplishment." This paragraph is required.]

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4.B. () PA Guidance. [PA guidance or the information release related to this operation and the forces deploying for it.]

GENTEXT/Command and Signal/

5.A.() Communications Support Requirements. [Identify pertinent communications support requirements.]

5.B.() Points Of Contact. <Name>, <Rank>, <Service>, <DSN>, <Comm>, <SIPRNET, and NIPRNET e-mail>.:

//CLBY/Reason/DECLON//

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ENCLOSURE J

PREFERRED FORCES AND CONTINGENCY SOURCING

1. Sourcing Feasibility. The joint planning and execution process is explained in reference (b) and JP 5-0, “Joint Planning” reference (bb). Assessment is one of the recursive operational activities that occurs throughout planning and execution. Planners assess if there are sufficient resources to execute a plan. Forces are one of the main resources in military plans and operations. There are two processes to assess the feasibility of sourcing forces for a plan: identification of preferred forces and contingency sourcing. CCMDs identify preferred forces and assess the feasibility of COAs and plans throughout the planning process. CCMDs may request support from the JFC, JFPs and FPs when identifying preferred forces. When directed, the JFC and JFPs collaborate with the CCMDs and FPs to conduct a detailed sourcing FA of a plan, groups of plans, or integrated plans called contingency sourcing.

2. Identification of Preferred Forces. Preferred forces are forces that are identified by the supported CCMD to continue employment, sustainment, transportation planning, and to assess risk. These forces are planning assumptions only, are not considered “sourced” units, and do not indicate that these forces might be contingency or execution sourced. Good planning assumptions in identifying preferred forces results in plans that are more feasible to source.

a. CCMDs may request assistance from the JS, JFPs and FPs and are encouraged to collaborate with FPs when identifying preferred forces. The JFC’s, JFPs’, and FPs’ planning capacity is prioritized first to emergent and rotational execution sourcing, and then contingency sourcing, as directed. The JFC, JFPs, and FPs support CCMD’s requests to assist in identifying preferred forces on a not to interfere basis with execution sourcing and contingency sourcing. When supporting CCMDs in identifying preferred forces, the sourcing FA is provided to the requesting CCMD.

b. Conducting a sourcing FA requires visibility of the joint force for each type of force (or force element). The multiple joint and Service systems can be accessed and the CRAE data from each manually compiled and analyzed. Emerging information technology systems, such as ORION can also be leveraged. The ORION Decision Support Platform was created to assist planners by reducing the amount of time required to gather data. ORION aggregates data from multiple joint and Service authoritative data sources. The ORION Force Element Inventory – Readiness Synchronization Tool provides options for identifying preferred forces based on the sourcing strategy selected. Planners can leverage this functionality to assist in identifying preferred forces

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to assess the feasibility of sourcing a force list for any plan or group of plans at any stage in the planning process.

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

d. Preferred forces identified for a plan should not be greater than the CJCS-approved apportionment tables.

(1) The apportionment tables posted on reference (zz) provide an estimate of the Military Departments' capacity to generate capabilities that can reasonably be expected to be made available globally along general timelines. The DJS, on behalf of the Chairman, approves the apportionment tables per reference (a) to inform planning. Planners should ensure the aggregate force requirements of integrated plans remain within the Services' capacity to provide forces.

(2) When the required forces for a plan exceed those apportioned, there is increased risk that could affect the ability to execute the plan. If a CCDR assesses the quantity of apportioned forces to be insufficient, the Chairman must approve planning that exceeds the apportionment tables. CCMDs should seek approval from the Chairman through the JS J-5 Deputy Director for Joint Strategic Planning and JS J-8 Deputy Director for Studies and Analysis, Forces Division.

(3) CCDRs must also inform the USD(P) and SecDef during in progress reviews (IPRs) if the plan exceeds the number of forces in the apportionment tables.

e. Identified preferred forces may be used as a plan sourcing FA and may inform further plan FAs, e.g., transportation or logistics FAs.

3. Contingency Sourcing. Contingency sourcing identifies whether the force requirements identified for a given plan, or group of plans, could be sourced. It uses sourcing assumptions specified in the contingency sourcing guidance. A plan, or group of plans, is contingency sourced as directed by the Chairman. The Chairman may delegate this direction, as required. Contingency sourcing is a detailed analysis of the sourcing feasibility of a plan led by the JFC and JFPs in collaboration with the Services and other FPs. Services have the responsibility to make recommendations on sourcing feasibility and risks during the contingency sourcing process. Contingency sourcing is a part of the plan assessment process and is usually directed prior to plan approval. CJCSI 3141.01, "Management and Review of Campaign and Contingency Plans," reference (aaa), details the plan assessment process. Due to staff capacity

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limitations, normally only the highest priority plans, detailed in references (l), (m), and (bbb), are directed to be contingency sourced.

a. The results of contingency sourcing enables further assessments, such as a TFA, logistics supportability analysis (LSA), or logistics estimate. Contingency sourcing may also inform IPRs or readiness reviews within the plan assessment functions. References (bb), (aaa), and (bbb) contain more information on contingency sourcing.

b. The JFC and JFPs, 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 CCCR.** Contingency sourced units are not execution sourced units nor notified of pending deployment or movement. They are units that meet the force requirements for a plan at a specified point in time. The JS J-35, in coordination with the Services, is responsible for developing conventional contingency sourcing solutions with risks. The JFPs are responsible for developing sourcing solutions with risks for SOF, mobility, cyberspace and space forces. JS J-35 consolidates contingency sourcing solutions and risks from the JFPs to develop a consolidated risk assessment.

c. Contingency Sourcing Guidance. The Chairman provides contingency sourcing guidance through the JS J-5 and J-35 in a contingency sourcing guidance message that includes sourcing assumptions and planning factors. The JFC and JFPs have final approval of the sourcing solution and provide the approved solution in the specified format.

(1) The contingency sourcing guidance message provides specific business rules and planning guidance. The message includes the situation, supported and supporting organizations, tasking, planning guidance, planning assumptions, sourcing assumptions, coordinating instructions, timeline for task completion, and format of the approved contingency sourcing solutions the JFC delivers to the CCMD and the JS J-5. Reference (aaa) specifies two contingency sourcing options for a plan assessment, each of which provides a different level of fidelity. Neither option results in any unit notifications or changes in directed command and control relationships. JIAs requirements are not contingency sourced in either Option A or B.

(2) Contingency Sourcing Option A. This option for contingency sourcing includes “above the line” unit availability and readiness. Above the line force elements may vary in different plans, but are typically major combat types of forces (e.g., BCT, BN, carrier strike group, expeditionary strike group) and identified support and logistics capabilities that are apportioned for planning. Apportionment tables are updated quarterly and are located on the

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JS J-8 portal, reference (zz). Option A sourcing reflects substitutions of above the line forces; assessment of critical support forces, impact on unsourced or hard to source assets, and RC implications.

(3) Contingency Sourcing Option B. Option B sourcing is conducted at a higher level of fidelity than option A but at a lower level of fidelity than execution-level sourcing. CJCS and SecDef level plan assessments primarily focus on Contingency Sourcing Option B, with the supported CCDR releasing a notional TPFDD for contingency sourcing. The sourcing solution from an option B sourcing effort is meant to provide a high enough level of contingency sourcing fidelity to allow USTRANSCOM to conduct a TFA. It also allows the supported CCMD to conduct a logistics assessment. This is a logistics supportability analysis or gross logistic assessment to estimate follow-on sustainment requirements per the logistics supplement to reference (bbb). Option B results in a contingency sourced TPFDD containing TUCHA data. It includes substitutions and mitigation factors. The force flow is a key part of any plan. Analyzing the force flow requires a sourcing FA and a TFA. A TPFDD is the format required for a TFA. Plan assessments that require a TFA require a notional TPFDD for contingency sourcing so the results can integrate into the TFA. Reference (bbb) requires TPFDDs on level 3T and 4 plans.

(5) Contingency sourcing does not interfere with the Services' ability to complete execution-level sourcing for: annual, emergent, JIA, and exercise forces deploying to support CCDRs. It should be performed 2 to 4 months prior to a plan review with the SecDef. This timing allows required associated analysis and assessment (TFA and LSA) or to support further planning. Contingency sourcing:

(a) Represents a "snapshot in time" of readiness and availability to assess plan sourcing feasibility.

(b) Informs TFA and logistics supportability analysis.

(c) Provides senior leaders insights to the plans' risks and shortfalls.

(d) Provides execution level fidelity (human in the loop).

(e) Provides critical feedback to planners.

(f) Facilitates a more risk-informed discussion of options among senior leaders.

4. Contingency Sourcing Schedule Memorandum. The JS J-5 Joint Operational War Plans Division (JOWPD) is responsible for collecting all

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contingency sourcing requests, developing a proposed Contingency Sourcing Schedule memorandum, presenting it the GFMB for endorsement, and routing it for approval. Contingency sourcing is a manpower-intensive and time-consuming requirement that competes for resources with JFC, JFP, 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 memorandum, which announces the plans scheduled for contingency sourcing and the time line. The DJS Contingency Sourcing Schedule memorandum captures all contingency sourcing efforts. The schedule is adjusted when reasonable to accommodate the supported CCDRs' sourcing requests and the JFC's, JFPs', and FPs' ability to support.

a. Request Contingency Sourcing. CCMDs may submit a CCDR Contingency Sourcing Request, via e-mail, to JS J-5 JOWPD, and copy JS J-35 Policy, Process, and Technology Division, for contingency sourcing for one or more plan(s). The JS J-5 may also nominate plan(s) for contingency sourcing.

(1) JS J-5 JOWPD requests each CCMD to submit requests for plans to be contingency sourced.

(2) CCMDs prioritize their contingency sourcing requests based on several factors (e.g., upcoming SecDef plan review, time since last assessment, or indications and warnings).

(3) JS J-5 JOWPD consolidates all contingency sourcing requests and, in coordination with JS J-35, drafts a proposed contingency sourcing schedule.

b. Develop Contingency Sourcing Schedule Memorandum

(1) JS J-5 develops a proposed Contingency Sourcing Schedule memorandum. The proposed memorandum provides the results of JS 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 JS J-5 staffs the draft schedule with CCMDs, Services, JFC and JFPs at the O-6 level followed by GO/FO staffing.

(3) The JS J-5 presents the recommended Contingency Sourcing Schedule memorandum to the GFMB for endorsement.

(4) Upon GFMB endorsement, the DJS approves and JS J-5 distributes the memorandum directing: the next quarter's contingency sourcing requirements; three successive quarters of sourcing requests; and the time line for the next GFMB.

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(5) Contingency sourcing is done only when it does not adversely impact the JFC, JFPs, and Services' ability to complete execution-level sourcing for rotational, emergent, JIA, and exercise forces deploying in support of CCDRs.

5. Contingency Sourcing Guidance Message. The contingency sourcing guidance message provides contingency sourcing assumptions, guidance, and direction for notional TPFDD development and release. It also specifies deliverables, time lines, and assigns tasks to specific commands. It includes the situation, supported and supporting organizations' tasking, coordinating instructions, and the time line for task completion. The message also specifies the purpose of the contingency sourcing event.

a. JS J-5, with inputs from JS J-35, JFPs, CCMDs, and Services drafts the contingency sourcing guidance message.

b. JS J-5 staffs the draft message to J-3, supported and supporting CCDRs, Services, and JFPs for review and comment and finalizes message.

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

6. Contingency Sourcing Data Refinement

a. Notional Time-Phased Force and Deployment Data. Prior to the contingency sourcing process, the supported CCDR develops or refines a notional TPFDD. This internal process is directed by each CCMD plan development team and guided by reference (aaa).

b. Supported CCMDs enter assigned and allocated forces that are expected to source requirements in the TPFDD.

c. The supported CCDR's component commands enter the required data along with supporting data in the notional TPFDD. For example, FRN, JRC, UTC, Service, commander's required date (CRD), required delivery date (RDD), routing, and time-phased data associated with POD and destination to facilitate sourcing by the JFC and JFPs.

d. Supported components notify the supported CCMD and Service counterparts via Global Command and Control System Newsgroups or e-mail when initial FRNs are entered into the TPFDD and are available for contingency sourcing.

7. Contingency Sourcing Process. Contingency sourcing provides a notional force and capability sourcing solution to a supported CCDR's plan

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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. 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 or JFP why the unit or capability is degraded to C-3 and provide a get-well date. When a FP contingency sources a C-3 unit, it must certify the unit is capable of accomplishing the mission assigned by the supported CCDR. The contingency sourcing of a C-3 unit does not require the supported CCDR's preapproval or concurrence. The assignment of a C-3 unit to a supported CCDR's requirement is the determination of the Service. Notional TPFDD phasing does not require all sourced units at C+0. FPs need to be able to articulate whether a sourced unit is C-3 or better at its respective ready-to-load date (RLD).

b. Develop Contingency Sourcing Solution. The plan assessment readiness data conforms to reference (xx), and the contingency sourcing guidance message with respect to suspense dates.

(1) Sourcing units with a readiness rating of C-4 or C-5 is discouraged but may be allowed if the unit or force can perform the required mission, or to mitigate a force or capability shortfall. A JFC or JFP 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. The following steps describe the actions that the JFC, in coordination with the Services, and the JFPs, in coordination with their assigned Service components, take to develop a sourcing solution for a CCDR's contingency plan:

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(1) Upon CCDR notification that the notional TPFDD has been released for contingency sourcing, the JFC and JFPs 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. CJCSM 3150.24 Series, "Type Unit Characteristics Report (TUCHAREP)," reference (ccc) details the TUCHA reporting structure.

2. To the maximum extent possible, planners should plan to use forces in the DoD inventory, thus the force requirement should be for units in the DoD inventory.

(b) The required timeline of the force or capability (LAD, RDD, or CRD).

Note: If conducting transportation feasibility in conjunction with contingency sourcing, additional required EEI may be identified in the contingency sourcing guidance message.

(2) When the notional TPFDD has the necessary information, the JFC or JFPs notify the Services, SFPs, JFP Service components, and other FPs that it is complete and to begin contingency sourcing.

d. The supported CCMD determines the type of contingency sourcing venue, dates, and location to conduct contingency sourcing actions with JFC, Services, SFPs, JFPs, and other FPs. JS 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, JS, JFPs, and Services. The joint sourcing solutions include conventional, special operations, mobility, cyberspace, and space forces.

e. The Services, SFPs, and JFP Service components provide detailed sourcing solutions and risk assessment data to the JFC or JFPs.

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(1) Develop the sourcing solution with each Service's major units. An example is provided in Figure 7.

(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	REQ	C1-C2	C3	C4	SHORT FALLS	UNITS	REQ	C1-C2	C3	C4	SHORT FALLS
FIGHTER SQUADRONS						COMMAND & CONTROL					
F-15 C/D						E-3					
F-15 E						E-8					
F-16 C/CG						ISR					
F-16 CJ (SEAD)						RC-135 V/W					
BOMBER ELEMENTS						CSAR					
B-1						HH-60					
B-2											
ELECTRONIC COMBAT						THEATER AIRLIFT					
EC-130H COMPASS CALL						C-130					

Figure 7. Sourcing Solution Example
(Service to Joint Force Coordinator or Joint Force Provider)

1. Services or FPs should identify: all the Service force requirements, CCMD assigned forces, forces allocated to other priorities, PTDO forces, the forces contingency sourced against the requirements, their level of readiness, and the force shortfalls (with the reason each was listed as C-3, C-4, or a shortfall) (Figure 8).

					C1	C2	C3	C4	C5
Qty	MDS/Type	Unit Name	Overall C-Level	Notes					
6	B47	427th BS	4	C4 due to Pers; Cross-level prior to RLD; mitigated by JFP					
6	B17	Shortfall		Deployed					
6	B29	511th BS	1						

Figure 8. Example with Details (Unit, Readiness, and Unit-Specific Notes)

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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 or JFP for the supported CCDR's approval or rejection.

b. Receive, review, and act upon the supported CCDR's decision.

3. Enter the sourcing solution into the notional TPFDD that adheres to the direction outlined in the contingency sourcing guidance message. If a unit or capability with an overall readiness level of C-3 is nominated, the Service or JFP Service component must identify to the JFC or JFP why the unit is degraded.

4. Services must use the metrics in the Military Risk Matrix in reference (g) and amplified in reference (a), when reporting risks of sourcing. These metrics allow risks of Service contingency sourcing solutions to be compared using common metrics, however Services need not limit themselves to only these metrics. In reporting risks, Services should use any additional metrics required to fully explain the risks of sourcing up the chain of command.

5. Services provide GO/FO endorsement of recommended sourcing solutions and Service risk assessments to the JS J-35.

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

1. Monitor the sourcing effort.

2. Remain responsive to Services' requests for assistance and clarification.

3. Prepare to mitigate shortfalls by coordinating Service recommendations with the supported CCDR on the following as necessary:

a. Recommend C-4 units that meet the CCDR's mission requirements. C-4 unit recommendations must be forwarded to the supported CCMD for review and approval prior to contingency sourcing the capability.

b. Identify in-Service ILO sourcing solutions and recommend them to the supported CCDR for approval.

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c. Identify and recommend cross-Service contingency sourcing solutions. If a cross-Service solution is found, it must be forwarded to the supported CCMD for review and approval.

d. The assigned JFC or JFP may request sourcing nominations from other JFPs or JFC if they do not have the capacity or capability to fulfill all force requests.

(2) The following actions outline the requirements for the JFC and JFPs to review and consolidate contingency sourcing solutions to develop a joint force consolidated sourcing solution. JS J-35 accomplishes:

(a) Collect each Service's and JFP's GO/FO-level recommended sourcing solution and risk assessment for the supported CCMD's force and capability requirements.

(b) Review and reconcile any and 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 CCMD?

f. The JFC consolidates the JFPs' 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, the JFC, and JFPs prepare and provide this information in the time allotted. The overall sourcing solution and risk assessment package is depicted as a risk chart (Figure 9) and the overall risk assessment (Figure 10).

(1) The risk chart (Figure 9) 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 JS J-35 to consolidate the conventional, SOF, mobility, cyberspace, and space

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contingency sourcing and risk assessments into an overall plan sourcing and risk assessment.

(a) Title 10, U.S. Code, section 153, requires the Chairman to assess the nature and magnitude of strategic and military risks in executing the missions called for in reference (w) and to provide a report of the Chairman's Assessment to Congress through the SecDef. Supporting this effort, JS J-35 assesses and reports to the JS J-5 the force sourcing risk of CCDRs' plans that have been contingency sourced at the direction of DJS.

(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 JFC determines the overall risk assessment (Figure 10). The JFC weighs each individual Service's and JFP's risk assessment when determining the overall risk assessment with respect to sourcing the plan. The JFC analyzes all available information to develop the JFC overall risk assessment.

(d) To determine the risk of sourcing a force, the JFC or JFP 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 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 JFPs, the JS J-35 conducts a detailed analysis of all the data in light of the FP risk metrics (supporting) (Figure 10) to determine the JFC force sourcing risk assessment.

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USXYZCOM OPLAN XXXX-XX

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 9. Sample Risk Chart (classified when filled in)

(3) The following actions are required to develop and submit a JFC or JFP information brief.

(a) Before a JFC or JFP sourcing solution can be submitted to the supported CCCR, JS J-35, and the JS J-5, it must be reviewed and approved by the JFC or JFP at the appropriate leadership level. The JFC or JFP sourcing solution and force sourcing risk assessment are contained within the JFC or JFP information brief.

(b) At the conclusion of contingency sourcing, the JFC submits the final information brief to the supported CCCR prior to providing final to JS J-5.

(c) The JFC or JFP information briefs, identify for the approving authority the force or capability requirements; CCMD assigned and allocated forces; PTDO forces; the forces sourced against the requirements (those that are filled); the readiness level of the forces and capabilities being contingency sourced; the shortfalls and the reason why various requirements were not resourced; actions taken to mitigate shortfalls; and the JFC or JFP's force sourcing risk assessment.

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JFC or JFP Overall Risk Assessment	Reason(s): for the following reasons the XXX force risk assessment is LOW, MODERATE, SIGNIFICANT , or HIGH based on assessment based criteria pertaining to dwell, unit readiness, resource availability, and capability sustainment is as follows:
MODERATE	<p><u>Dwell Time</u>. (MODERATE) USA: individual dwell issues, however unit (RC) is mobilized at MOB station so unit can perform mission. CCMD accepts (LOW) USN: N/A USMC: assigned Marine expeditionary unit command element recently returned from deployment. D2D less than 1:1 (HIGH) USAF: D2D greater than or equal to 1:2 (LOW) Unit readiness (personnel, equip and training) (SIGNIFICANT) USA: high percentage of Army units that do not meet readiness criteria (SIGNIFICANT) USN: sourcing of C-4 units (SIGNIFICANT) USMC: no significant issues, all sources units C-1 to C-3 (LOW) USAF: no significant issues (LOW) Organizational suitability & 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: MOB authority would need to accompany this concept plan (CONPLAN) for use of RC forces (MODERATE) USN: units sourced with higher C-ratings due to limited 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)</p>

Figure 10. Sample Overall Supporting Risk Assessment

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GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

AC	Active Component
AFSC	Air Force specialty code
AFD	assigned force demand
ALERTORD	alert order
AMHS	Automated Message Handling System
AN/TPY-2	Army Navy Transportable Radar Surveillance
AO	action officer
AOR	area of responsibility
APOD	aerial port of debarkation
ARMS	Air Refueling Management System
ARTIMS	Army Training Information Management System
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
ATO	air tasking order
BCT	brigade combat team
BMD	ballistic missile defense
BN	battalion
C2	command and control
CA	civil affairs
CCD	coherent change detection
CCDR	Combatant Commander
CCMD	Combatant Command
CCP	Combatant Command campaign plan
CD	counter drug
CDR	commander
CDRUSELEMNORAD	Commander, United States Element, North American Aerospace Defense Command
CDRUSNORTHCOM	Commander, United States Northern Command
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSTRANSCOM	Commander, United States Transportation Command
CDRUSCYBERCOM	Commander, United States Cyber Command
CDRUSSPACECOM	Commander, United States Space Command
CE	crisis establishment
CFMA	cyberspace forces mission alignment
CFMAP	cyberspace forces mission alignment process
CHOP	change of operational control
CJCS	Chairman of the Joint Chiefs of Staff

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CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CJSOR	combined joint statement of requirements
CNO	Chief of Naval Operations
COA	course of action
COF	cyberspace operations forces
COCOM	combatant command (command authority)
CO-IPE	cyberspace operations–integrated planning element
COMINT	communications intelligence
CONOPS	concept of operations
CONPLAN	concept plan
CPF	Cyber Protection Force
CR	contingency response
CRAE	capability, readiness, availability, and employment
CRD	commander’s required date
CRF	contingency response force
CSA	combat support agency
CSO	consolidated strategic opportunities
CTOC	countering transnational organized crime
CVN	aircraft carrier, nuclear
CWOS	close without sourcing
D2D	deployment-to-dwell
DDRO	Deputy Director for Regional Operations and Force Management
DDSO/CT	Deputy Director for Special Operations and Counterterrorism
DEMOB	demobilization
DEPORD	deployment order
DepSecDef	Deputy Secretary of Defense
DFE	Dynamic Force Employment
DHA	Defense Health Agency
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DIRLAUTH	direct liaison authorized
DJ-3	Director for Operations, Joint Staff
DJS	Director of the Joint Staff
DoD	Department of Defense
DoDD	Department of Defense directive
DoD-EC	Department of Defense Expeditionary Civilians
DoDI	Department of Defense instruction

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DoDIN	Department of Defense information networks
DRRS	Defense Readiness Reporting System
DRRS-S	Defense Readiness Reporting System-Strategic
DRT	Directed Readiness Table
DS	direct support
DSN	Defense Switch Network
DTG	date-time group
DTM	directive-type memorandum
EAD	earliest arrival date
EEI	essential elements of information
EO	electro-optical
ETMS2	Enterprise Task Management Software Solution
EXORD	execute order
FA	feasibility assessment
FBM	forward-based mode
FD	force deployment (JCRM module)
FDNF	forward-deployed naval force
FDR	foreign disaster relief
FE	force element
FEL	force element list
FM	force module
FMS	Force Management System (U.S. Army)
FMTS	Fourth Estate Manpower Tracking System
FMV	full motion video
FOB	forward operating base
FORCEPREP	force preparation (NATO)
FOS	feasibility of support
FP	force provider
FRN	force requirement number
FTN	force tracking number
FY	fiscal year (followed by four-digit numeral)
FY E	execution fiscal year
FY E1	execution fiscal year plus one
FY E2	execution fiscal year plus two
FY E3	execution fiscal year plus three
FY E4	execution fiscal year plus four
GCF	Global Competition Framework
GCP	global campaign plan
GDSS	Global Decision Support System
GENTEXT	general text
GFM	Global Force Management
GFM-DI	Global Force Management Data Initiative

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GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFmig	Global Force Management Implementation Guidance
GOC	global operations center
GO/FO	general officer or flag officer or senior executive service
HN	host nation
HQ	headquarters
ID	identification
IDTS	if directed-to-source
ILO	in lieu of
IMA	individual mobilization augmentees
IMINT	imagery intelligence
IMO	intermediate military objective
IPR	in progress review
IR	infrared
IRF	immediate response force
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
JCET	joint combined exchange training
JCRM	Joint Capabilities Requirements Manager
JCS	Joint Chiefs of Staff
JDNETS	Joint Operations Planning and Execution System Data Network Services
JFC	Joint Force Coordinator
JFP	joint force provider
JIA	joint individual augmentation/augmentee
JMD	joint manning document
JOA	joint operating area
JOD-GFM	Joint Operations Division–Global Force Management
JOPEs	Joint Operation Planning and Execution System
JOWPD	Joint Operational War Plans Division
JP	joint publication
JPRA	Joint Personnel Recovery Agency
JPEC	joint planning and execution community
JRC	joint requirement code
JRSOI	joint reception, staging, onward movement, and integration
JS	Joint Staff
JSSC	Joint Staff Support Center

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JTF	joint task force
JTF-PO	Joint Task Force–Port Opening
JTIMS	Joint Training Information Management System
JTSC	Joint Training Synchronization Conference
JWG	joint working group
LAD	latest arrival date
LEA	law enforcement agency
LSA	logistics supportability analysis
LREC	language, regional expertise, and cultural
M2D	mobilization-to-dwell
MD	missile defense
MET	mission-essential task
METL	mission-essential task list
MI	military intelligence
MILPERS	military personnel
MOA	memorandum of agreement
MOB	mobilization
MOD	modification
MOS	military occupational specialty
MP	military police
NATO	North Atlantic Treaty Organization
NEC	Navy enlisted classification
NGB	National Guard Bureau
NGO	nongovernmental organization
NIPRNET	Nonclassified Internet Protocol Router Network
O&M	operations and maintenance
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OCO	overseas contingency operations; offensive cyberspace operations
OCP	operational capability package
OGC	office of general counsel
OPCON	operational control
OPLAN	operation plan
OpsDeps	operations deputies
OSD	Office of the Secretary of Defense
OUSD(I&S)	Office of the Under Secretary of Defense for Intelligence and Security
OUSD(P)	Office of the Under Secretary of Defense for Policy
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness

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PA	public affairs
PAX	passengers
PED	processing, exploitation, and dissemination
PERS	personnel strength
PID	plan identification number
PLANORD	planning order
PN	partner nation
POC	point of contact
POD	port of debarkation
PR	personnel recovery
PSYOP	psychological operations (forces)
PTDO	prepare-to-deploy order
RC	Reserve Component
RDD	required delivery date
REDEPOD	redeployment order
RFA	request for assistance
RFDS	request for direct support
RFF	request for forces
RFFID	request for forces identification
RFI	request for information
RLD	ready-to-load date
RPOE	rapid port opening element
SDOB	Secretary of Defense Orders Book
SES	senior executive service
SFA	security force assistance
SFP	Service force provider
SHAPE	Supreme Headquarters Allied Powers Europe
SIGINT	signals intelligence
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
SMS	Single Mobility System
SM-3	Standard Missile-3
SOF	special operations forces
SOF-GSOS	special operations forces-global synchronization of special operations
SPOD	seaport of debarkation
SRC	standard requirement code
SSCI	significant security cooperation initiative
SVTC	secure video teleconference
TACON	tactical control
TDY	temporary duty
TFA	transportation feasibility assessment

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TLAM	Tomahawk land-attack missile
TPE	theater-provided equipment
TPFDD	time-phased force and deployment data
THAAD	Terminal High Altitude Area Defense
THF	threshold forces
TOA	transfer of authority
TSC	theater security cooperation
TUCHA	type unit characteristics
UIC	unit identification code
ULN	unit line number
USA	United States Army
USAF	United States Air Force
USCG	United States Coast Guard
USG	United States Government
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USCYBERCOM	United States Cyber Command
USELEMNORAD	United States Element, North American Aerospace Defense Command
USEUCOM	United States European Command
USFFC	United States Fleet Forces Command
USMC	United States Marine Corps
USN	United States Navy
USNORTHCOM	United States Northern Command
USNMR	United States National Military Representative
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSF	United States Space Force
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
VOCO	voice orders of the commanding officer
Y/N	Yes or No (software drop-down menu)

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PART II—DEFINITIONS

ad hoc sourcing—The consolidation of individuals and equipment from various commands, Military Departments, or the Services to form a deployable and employable entity properly trained, manned, and equipped to meet the supported CCDR's requirements. (GFMIG)

adaptive force package—A collection of standard or nonstandard requirements for forces that are usually embarked on maritime platforms to provide a complete capability. (GFMIG)

administrative control—Direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Military Departments or Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, MOB, DEMOB, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (GFMIG)

alert—A warning received by a unit or HQ that forewarns of an impending operational mission. In the context of GFM, RC forces can be alerted up to 24 months prior to MOB. (GFMIG)

alert order (ALERTORD)—(1) A planning directive associated with a crisis, issued by the Chairman, on behalf of the President or SecDef that provides essential planning guidance and directs the development, adaptation, or refinement of a plan or order after the directing authority approves a military COA. (2) A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military COA. An ALERTORD does not authorize execution of the approved course of action. (JP 5-0)

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

allocation—The command and control mechanism specified in title 10, U.S. Code, section 162 for the Secretary of Defense to temporarily adjust the distribution of forces among the CCMDs and USELEMNORAD to accomplish directed missions. (GFMIG)

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Annual Submission—A consolidated RFF for all the forces and joint individual augmentees (JIAs) required for the entire fiscal year. The Annual Submission identifies all force and JIA requirements with start dates in the fiscal year.

apportioned forces—An estimate of the Military Departments and Services capacity to generate capabilities along general timelines for planning purposes only. (GFMIG)

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

area of responsibility (AOR)—The geographical area associated with a CCMD within which a CCCR has authority to plan and conduct operations. See also Combatant Command. (GFMIG)

assign—To place units or personnel in an organization where such placement is relatively permanent, and where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. (JP 3-0)

assigned forces—Those units, equipment, and resources that have been placed under the COCOM of a unified commander by the Secretary of a Military Department and by the direction of the SecDef in the “Forces For Unified Commands” memorandum in accordance with title 10, U.S. Code, section 162, or per the GFMIG. (U.S. Code and GFMIG)

assigned force demand (AFD)—Tracking of the demand signal for CCCR use of forces assigned by the Forces For Assignment Tables to conduct operational missions within the CCCR AOR as part of the GFM annual allocation process. (GFMIG)

assignment—The command and control mechanism specified in title 10, U.S. Code, section 162 for the Secretary of Defense to distribute forces to the CCMDs and USELEMNORAD to accomplish directed missions. (GFMIG)

assumption—A specific supposition of the operational environment that is assumed to be true, in the absence of positive proof, essential for the continuation of planning. (JP 5-0)

attach—(1) The placement of units or personnel in an organization where such placement is relatively temporary. (2) The detailing of individuals to specific functions where such functions are secondary or relatively temporary. (JP 3-0)

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attached forces—Units or personnel placed in an organization where such placement is relatively temporary. When a force is attached to a CCMD using the allocation process the specified command relationship for the CCDR to exercise over the force is normally OPCON or TACON. (Reference (v))

available—A part of the force structure that can meet a given requirement or requirements for a designated operation or mission at a specified time.

availability—The characteristic of a force, as part of the force structure that can meet a given requirement or requirements for a designated operation or mission at a specified time.

base plan—A type of operation plan that describes the concept of operation, major forces, sustainment concept, and anticipated timelines for completing the mission without annexes or TPFDD. (JP 5-0).

binning—Binning is a method to categorize potentially sourced units from most desirable to least desirable. It is an initial step in the development of a sourcing solution.

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

change of operational control (CHOP)—The process by which operational control of a unit is changed from one CCDR to another. (CJCSM 3122.02)

combatant command (command authority) (COCOM)—Nontransferable command authority that cannot be delegated, of a CCDR to perform those functions of command over assigned forces involving organizing and employing commands and forces; assigning tasks; designating objectives; and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. In law it is described as the “command authority of the combatant commander.” (JP 1)

committed—Forces fulfilling specific missions or requirements to support a CCDR, including allocated and certain assigned forward-based forces captured in the GFMAP. For purpose of DRT, forces fulfilling a SecDef directed EXORD. (GFMIG)

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

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contingency sourcing—Specific forces identified by the JFC or JFPs, assisted by their Service components and the parent Military Departments or the Services that meet the planning requirement at a specified point in time and represent a snapshot depiction for senior leadership. (GFMIG)

coordinating authority—A CDR or individual who has the authority to require consultation between the specific functions or activities involving forces of two or more Services, joint force components, or forces of the same Service or agencies, but does not have the authority to compel agreement. A coordinating authority establishes collaborative forums to develop integrated plans between CCMDs, combat support agencies, Military Services, other government agencies, allies, and partner nations. A coordinating authority has the authority to require consultation between different components or activities involving the forces of two or more Services, joint force components, or forces of the same Service or agency. (JP 1)

crisis—An incident or situation involving a threat to the United States, its citizens, military forces, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of military forces and resources is contemplated to achieve national objectives. (JP 3-0)

crisis establishment—An establishment of military and civilian posts for a military organization that needs to respond to a crisis which does not fall under Article 5 of the North Atlantic Treaty. (NATO Terminology Database)

cyberspace—A global domain within the information environment consisting of the interdependent network of information technology infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. (JP 3-12)

cyberspace operations forces (COF)—Units organized, trained, and equipped to conduct offensive cyberspace operations, defensive cyberspace operations, and DoDIN operations. (Secretary of Defense Memorandum of 12 December 2019)

Defense Readiness Reporting System—The means to monitor the readiness of the DoD components to provide capabilities to support reference (n) as directed by Presidential and SecDef guidance. DRRS encompasses the automated, near real-time readiness reporting systems that provide current readiness status for operational forces and defense support organizations in terms of their ability to perform METLs specified in the defense and contingency planning guidance, theater security cooperation guidance, and reference (o). (DoDD 7730.65)

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defense support of civil authorities—Support provided by U.S. forces (title 10, U.S. Code), DoD civilians, DoD contract personnel, DoD component assets, and National Guard forces (when the SecDef in coordination with the Governors of the affected States, elects and requests to use those forces in title 32, U.S. Code status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. (DoDD 3025.18)

demobilization—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. See also mobilization. (JP 4-05)

deployment—The movement of forces into and out of an operational area. (JP 3-35) For computing D2D see DTM 21-005.

deployment order (DEPOD)—(1) A directive for the deployment of forces for operations or exercises. (2) A directive from the SecDef, issued by the Chairman that authorizes the transfer of forces between CCDRs, Services, and DoD agencies and specifies the authorities the gaining CCDR exercises over the specific forces to be transferred. (JP 5-0)

deployment-to-dwell (D2D) ratio—The ratio of time a unit, detachment, or individual is operationally deployed to the time the unit, detachment, or individual is in dwell. (GFMIG)

direct liaison authorized (DIRLAUTH)—That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. (JP 1)

direct support—A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. (JP 3-09.3)

DoD Agencies—Includes defense agencies, DoD field activities, and other DoD components that are not in a Military Department or Service, CCMD, OSD, or the JS but may provide force sourcing solutions to CCDR force requirements. (GFMIG)

DoD-EC Force Pool—The number and type (by series and grade group) of projected expeditionary civilian requirements included in the Demand Signal that FPs should be prepared to meet. The Force Pool represents the limit of civilian capacity that can be provided by a FP with acceptable risk. (DTM 17-004)

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dwell—(1) (AC) – The time a unit, detachment, or individual not attached to a unit or detachment is not on a deployment. Dwell begins when most of a unit or detachment, or an individual not attached to a unit or detachment, returns at their homeport, station, or base from a deployment. Dwell ends when the unit or individual leaves on a deployment. An AC unit or individual either on a deployment or in dwell. (DTM 21-005) (2) (RC) – That period of time between the release from active duty pursuant to title 10, U.S. Code, sections 12301(a), 12302, 12304, 12304a, and 12304b and the reporting date for a subsequent tour of such active duty. Such time includes any active duty performed in accordance with title 10, U.S. Code, sections 12301(b) and 12301(d) between such two periods of active duty pursuant to title 10, U.S. Code, sections 12301(a), 12302, 12304, 12304a, or 12304b. (GFMIG) For computing D2D and M2D see DTM 21-005 and DoDI 1235.01, respectively.

Dynamic Force Employment (DFE)—A concept to more flexibly use ready forces to proactively shape the strategic environment while maintaining the readiness required to both respond to contingencies and ensure the long-term viability of the joint force. This force management and employment concept enables operations across all layers of the Global Operating Model in reference (l) by utilizing a mix of U.S.-based forces and theater-based ready forces. (GFMIG)

earliest arrival date (EAD)—A day, relative to C-day, specified as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a POD during a deployment. (JP 3-35). Used with the LAD, it defines a delivery window for transportation planning. (JP 3-35)

End Date—The date the nominated unit is scheduled to redeploy, out-CHOP, end of mission, or PTDO. The end date of the ordered rotation. This is normally the last day the forces are in the ordered AOR. For naval forces, this specifies the AOR out-CHOP date.

engagement—All military activities involving other nations intended to shape the theater security environment in peacetime. (GFMIG)

execute order (EXORD)—(1) An order issued by the Chairman, at the direction of the SecDef, to implement a decision by the President to initiate military operations. (2) An order to initiate military operations as directed. (JP 5-0)

execution sourcing—The process of identifying forces recommended and identified by JFPs, assisted by their Service components, which are responsible to coordinate with their Services, and allocated by the SecDef to meet CCDR force requirements. (GFMIG)

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force—An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. (JP 1)

force flow—The process of getting forces and material deployed supporting an operation, including routing, movement data for cargo and personnel, mode of transport, and priorities to indicate desired sequencing for arrival at the destination. (GFMIG)

force list—Forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed for the plan. (CJCSM 3122.01)

force providers (FPs)—Includes Secretaries of the Military Departments, the USCG, CCDRs with assigned forces, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements. (GFMIG)

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

force sufficiency—A measure of the ability of the joint force to generate the forces required, in terms of capability, capacity, and timeline, to meet CCMD demand for forces for a given fiscal year. (GFMIG)

force tracking number (FTN)—An 11-character alphanumeric reference number assigned by a supported CCDR to its requested force capability requirements.

global force management (GFM)—A process to align directed readiness, force assignment, allocation, apportionment, and assessment methodologies to support reference (I) and joint force availability requirements; present comprehensive visibility of the global availability and operational readiness (including language, regional, and cultural proficiency) of U.S. conventional military forces; globally source joint force requirements; and provide senior decision makers a vehicle to assess quickly and accurately the impact and risk of proposed allocation, assignment and apportionment changes. (GFMIG)

Global Force Management Allocation Plan (GFMAP)—A Secretary of Defense-approved document that authorizes force allocations and deployments in support of a CCDR force and JIA requirements. Provides details on the type of force or capability allocated and number of units, PAX, or overall AOR presence for each CCDR. (GFMIG)

Global Force Management Allocation Plan Annex Schedule—A JFP document that implements the guidance in the GFMAP Annexes and directs FPs to deploy

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forces as authorized by the SecDef in the GFMAP Annexes. The GFMAP Annex Schedules provide details such as type of force or capability allocated, FTN, who the FP is, and deployment or PTDO dates or presence level. (GFMIG)

Global Force Management Board (GFMB)—A general and flag officer-level body consisting of representatives from the: JS, Military Departments, Services, NGB, OSD, CCMDs, and CSAs organized and managed by the JS to provide senior DoD decision makers the means to assess operational impacts of GFM decisions and provide strategic planning guidance. It principally focuses on allocation actions and addresses: directed readiness, assignment, apportionment, and assessment issues. (GFMIG)

high demand or low density—Forces at their limit of generating readiness for day-to-day requirements where additional employment demands would induce extreme risk to war plan execution. (GFMIG)

homeland defense—The protection of U.S. sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression or other threats as directed by the President. (JP 3-27)

individual mobilization augmentee (IMA)—An individual reservist attending drills who receives training and is preassigned to an Active Component organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. (JP 4-05)

In-lieu-of sourcing (ILO)—An overarching sourcing methodology that provides alternative force sourcing solutions when other force sourcing options are not available. An in-lieu-of force or capability is a standard force, including associated table of organization and equipment, which is deployed or employed to execute missions and tasks outside its core competencies. The force can be generated by FPs or as a result of a change of mission(s) for forward-deployed forces. (GFMIG)

Intelligence, Surveillance, and Reconnaissance (ISR)—An activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination PED systems in direct support of current and future operations. (JP 2-0)

Joint Force Coordinator (JFC)—JFC is responsible for consolidating and staffing all sourcing recommendations from the JFPs for the SDOB approval process. In coordination with the JFPs, FPs, identify and recommend sourcing solutions for all JIA and conventional force requirements, including CA and PSYOP forces supporting conventional missions. Also called JFC.

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joint force provider (JFP)—The CCMD responsible for recommending to the CJCS trained and ready capabilities and forces for allocation by the SecDef to support CCMD requirements. Reference (o) assigns USSOCOM, USTRANSCOM, USCYBERCOM, and USSPACECOM responsibilities of JFPs to develop and provide prioritized and risk-informed allocation sourcing recommendations of SOF, mobility forces, cyberspace, and space forces, respectively. (GFMIG)

joint individual augmentee (JIA)—An unfunded TDY position (or member filling an unfunded TDY position) identified on a JMD by a supported CCDR to augment HQ operations during contingencies. (JP 4-05) See also CJCSI 1301.01G.

joint manning document (JMD)—A manning document that identifies all manning billets essential to the C2 of a HQ organization. (GFMIG) See also CJCSI 1301.01G.

Joint Operation Planning and Execution System Information Technology JOPES IT—JOPES IT is a global C2 system used to plan and execute Force Deployment, redeployment, and high-value sustainment. It uses a suite of applications and web services to develop, exchanges, validate, and maintain JOPES databases. (JP 3-35)

latest arrival date (LAD)—A day, relative to C-day that is specified by the supported CCDR as the latest date when a unit, resupply shipment, or replacement personnel can arrive at the POD and support the concept of operations. Used with the EAD, it defines a delivery window for transportation planning. (CJCSM 3122.02)

Logbook—A collaborative IT tool used by the JFC, JFPs, FPs, and CCMDs to staff force requirements and sourcing recommendations by individual FTNs, groups of FTNs, RFFs, or JIAs supporting CCMD JMDs. Logbook is also used to formally send, answer, and record requests for information for specific FTNs, RFFs, or JIAs.

mobility—A quality or capability of military forces that permits them to move from place to place while retaining the ability to fulfill their primary mission. (JP 3-17)

mobilization (MOB)—(1) The process of assembling and organizing national resources to support national objectives in time of war or other emergencies. (JP 4-05) (2) The process by which the Military Services or part of them are brought to a heightened state of readiness for war or other national emergency.

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This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel. (DoDI 1235.12)

a. Preplanned MOB Support—Expansion of the active U.S. forces resulting from action by the Secretaries of the Military Departments (not more than 60,000 for not more than 365 consecutive day) to mobilize Select RC units, to meet preplanned mission the requirements in support of a CCMD. (U.S. Code)

b. Reserve Continental United States Emergency Call-up—Federal assistance to a Governor's request resulting from action by the SecDef (to mobilize Army, Navy, Marine Corps, and Air Force Reserve units and individuals (not more than 120 days) to respond to a major disaster or emergency. (U.S. Code)

mobilization order—An order to activate Reserve Component forces.

mobilization-to-dwell (M2D)—The ratio of time a unit, detachment, or individual is mobilized to the time the unit, detachment, or individual is in dwell. (reference (m) and GFMIG)

nonstandard force request—A requested type of force or capability that is not organized as a Military Department or Service unit in the military inventory. All FTN requests for capabilities that do not have units in the DoD inventory must be identified as nonstandard. (GFMIG)

operation plan—A complete and detailed joint plan containing a full description of the CONOPS, all annexes applicable to the plan, and a TPFDD. (JP 5-0)

operational control (OPCON)—The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. (JP 1)

operational deployment—An operational deployment begins when the majority of a unit or detachment, or an individual not attached to a unit or detachment, departs homeport, station, or base or departs from an in route training location to meet a Secretary of Defense-approved operational requirement. Forces deployed in support of EXORDs, OPLANs, or CONPLANs approved by the Secretary of Defense are also considered operationally deployed. An operational deployment ends when the majority of the unit or detachment, or an individual not attached to a unit or detachment, arrives back at their homeport, station, or base. Forces operationally employed by the Secretary of Defense orders at their home station or in PTDO status at home station are not operationally deployed. (GFMIG)

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operational risks—Those risks associated with the current force executing the strategy successfully within acceptable human, material, financial, and strategic costs. (CJCSM 3105.01)

ordered end date—The date ordered in the GFMAP Annex directing the nominated unit to redeploy, out-CHOP, end of mission, or end of PTDO. (CJCSM 3122.02)

passengers (PAX)—Personnel requiring transportation. Indicates the number of personnel in force requirement that require nonorganic transportation. PAX should be less than or equal to PERS. (CJCSM 3150.16)

personnel strength (PERS)—Personnel strength in the objective area for the specific force requirement. Personnel strength includes all PAX or other personnel transported to the objective area by all modes of transportation. Only personnel who are committed to the plan or operation are included in PERS. PERS should be greater than or equal to PAX. (CJCSM 3150.16)

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

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

presence—For afloat forces, demand and presence are measured separately for each unit within a CCDR’s AOR and are computed only within the bounds of each fiscal year. CCDR presence begins with the AOR in-CHOP date, ends with the AOR out-chop date, and is expressed as the quotient of the actual number of days in the AOR (CHOP line to CHOP line) divided by 365 days. For forward-deployed naval forces (FDNF), except for days spent in CNO or major depot maintenance availabilities, each day counts toward CCDR presence. Example: A FDNF CVN in a 91-day shipyard availability during the fiscal year is 274 days of 365 days resulting in 0.75 CCDR presence. Transitory presence within an AOR count toward meeting overall presence levels.

Processing, Exploitation, and Dissemination (PED)—capability encompasses the equipment that receives, processes, relays, and stores or transmits collected data, the communications systems architecture, and associated bandwidth or throughput that moves collected data to an exploitation center. The exploitation center that receives processed data, turns it into a usable form

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and disseminates information to customers; and the personnel that satisfy specific CCMD PED requirements. (JP 2-0)

preferred forces—Preferred forces are forces that are identified by the supported CCDR in order to continue employment, sustainment, and transportation planning and assess risk. These forces are planning assumptions only, are not “sourced” units, and do not indicate that these forces will be contingency or execution sourced. (GFMIG)

prepare-to-deploy order (PTDO)—An order issued directing an increase in a deployability posture and specifying a timeframe the unit must be ready to begin deployment upon receipt of a deployment order. (GFMIG)

reachback—The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed. (JP 3-30)

readiness—The ability of U.S. military forces to fight and meet the demands of reference (n). (Chairman of the Joint Chiefs of Staff Guide 3401)

readiness activities—All military activities that contribute to deterrence, meet treaty or other national commitments, and prepare forces to perform the full spectrum of operations. (GFMIG)

recommended end date—The date the joint force coordinator JFC or joint force provider FP recommends the nominated unit to redeploy, out-CHOP, end of mission, or end of PTDO.

reconstitution—(1) The process of rearming, reequipping, and refitting units or forces following operational employment and restoring them, over a designated period of time, to a state of operational readiness sufficient to conduct future operations. (2) The capability to expand military power by establishing and training new units. Actions include MOB of assets (up to total MOB) and the expansion of the industrial base with the re-establishment of a global warfighting capability. (GFMIG, JP 3-35)

redeployment—The transfer of rotation forces and material to support another joint force CDR’s operational requirements or to return personnel, equipment, and material to the home or demobilization stations for reintegration or out-processing. (JP 3-35)

request for forces (RFF)— A request from a CCDR for forces or capabilities to address requirements that cannot be sourced by the requesting HQ. The request is generated because (either) the unit or capability is not resident in existing assigned or allocated forces or the unit or capability is not available

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due to current force commitments with other ongoing requirements in the CCDR's AOR. RFFs are not used to request forces for exercises or individual requirements. Also called RFF.

Requested end date—The date the CCDR requests the nominated unit to redeploy, out-CHOP, end of mission, or end of PTDO.

Reserve Component (RC)— The Armed Forces of the United States Reserve Component consists of the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve. (JP 4-05)

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

risk—Probability and consequence of an event causing harm to something valued, classified within one of four risk levels (low, moderate, significant, or high). (CJCSM 3105.01)

a. military risk—Probability and severity of loss linked to the ability to resource, execute, and sustain military operations adequately in support of the strategic objectives of reference (f). Military Risk is composed of two categories:

(1) risk to mission—Probability and severity of loss linked to the ability to execute assigned missions at acceptable human, material, financial, and strategic costs. This includes risk as both a supported and supporting CCDR. (GFMIG)

(2) risk to force—Probability and severity of loss linked to the ability for a JFP, Military Department or Service to recruit, man, train, equip, and sustain the force to meet strategic objectives described in reference (d). (GFMIG)

b. operational risk—Those risks associated with the current force executing the strategy successfully within acceptable human, material, financial, and strategic costs.

a. strategic risk—The potential impact upon the United States, including U.S. population, territory, and interests, of current and contingency events given their estimated consequences and probabilities.

risk assessment—The identification and assessment of hazards (first two steps of the risk management process).

rotational forces—replacements for forces currently allocated. (GFMIG)

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security assistance—A group of programs authorized by federal statutes by which the United States provides defense articles, military training, and other defense-related services by grant, lease, loan, credit, or cash sales in furtherance of national policies and objectives, and those that are funded and authorized through the Department of State to be administered by Department of Defense–Defense Security Cooperation Agency, which are considered part of security cooperation. (JP 3-20)

security cooperation—Department of Defense interactions with foreign security establishment to build relationships that promote specific United States security interests, develop allied and partner military and security capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to allies and partners. (JP 3-20)

security force assistance (SFA)—The Department of Defense activities that contribute to unified actions by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 3-20)

Service force provider (SFP)—A subcategory of FP. An organization designated by the Military Department Secretaries to provide trained and ready forces to CCMDs as directed by the Secretary of Defense. Possesses authorities, as delegated by the Secretary to Military Department Secretaries (that Secretaries may further delegate) to exercise training and readiness oversight, and provide global sourcing recommendations. (GFMIG)

Service-retained forces—Operational forces not assigned to a CCMD that remain assigned to the Secretary of the Military Department. (GFMIG)

shortfall—The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those quantities identified as apportioned for planning that would adversely affect the command's ability to accomplish its mission. (JP 5-0)

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

standard force solution—A mission ready, joint capable force with associated table of organization and equipment executing its core mission. This force also has completed core competency training associated with the RFF's requested capabilities. (GFMIG)

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start date—The day the allocated force transfers to the CCMD. For forces that physically deploy the date the force, including personnel and equipment, must arrive in the supported CCMD's AOR to begin JRSOI, normally at the POD. CCMD specified requested start date that the force, including personnel and equipment, must arrive in theater to complete JRSOI and be in place to start the mission.

strategic lift—Air, land, and sea transport assets designated for deploying forces and cargo between theaters of operations or between continental United States and theaters of operations. (GFMIG)

strategic opportunity—An arrangement of forces in time, space, and purpose; leveraged to proactively shape the strategic environment and further priority campaign objectives

supported commander—(1) The commander having primary responsibility for all aspects of a task assigned by the joint operation planning authority. (2) In the context of joint operation planning, this term refers to the commander who prepares OPLANs or operation orders in response to requirements of the Chairman. (3) In the context of a support command relationship, the commander who receives assistance from another commanders force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (JP 3-0)

supporting commander—(1) A commander who provides actions and other directed support to a supported commander. (2) In the context of a support command relationship, the CDR who aids, protects, complements, or sustains another CDR's force, and who is responsible for providing the assistance required by the supported CDR. (JP 3-0)

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

tactical control (TACON)—The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish the missions or tasks assigned. (JP 1)

threshold forces (THF)—The minimum set of forces, positioned in the U.S. or forward-based that the SecDef does not intend to go below even during major OPLAN execution in another AOR. (GFMIG)

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

Top-Down Allocation Guidance—The Chairman of the Joint Chiefs of Staff's globally integrated direction on how the joint force should be distributed to focus on the strategic priorities.

TPFDD format—Includes identification of forces (combat, combat support, and combat service support) origin, available dates, LADs at POD, and final destinations and associated unit movement requirements. (CJCSM 3150.16 and GFMIG)

training and readiness oversight—The authority that CCDRs may exercise over assigned RC forces when not on active duty or when on active duty for training. (JP 1)

transportation feasibility—A determination that the capability exists to move forces, equipment, and supplies from the point of origin to the final destination within the time required. (JP 4-09)

unassigned forces—Forces that are not assigned to a CCMD according to title 10, U.S. Code, section 162 and remain assigned to the Military Department or Service to carry out functions of the Secretary of a Military Department according to title 10, U.S. Code, sections 7013, 8013, and 9013.

unit readiness—The ability of a unit to provide capabilities required by the CCDRs to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (CJCS Guide 3401)

validate (or validation)—(1) To declare or make legally valid; To mark with an indication of official sanction; To substantiate or verify. (2) JS Requirements Validation—A GFM procedure in which the JS validates CCDR RFF to meet established SecDef-prescribed criteria. (3) TPFDD Validation—Execution procedure whereby all the information records in a TPFDD are confirmed error free and accurately reflect the current status, attributes, and availability of units and requirements. See also TPFDD; verification. (JP 3-35)

voice orders of the commanding officer (VOCO)—VOCO directs action without the requirement of a written order. (GFMIG)

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