



CHAIRMAN OF THE JOINT CHIEFS OF STAFF GUIDE

J-3
DISTRIBUTION: A, B, C, S

CJCS Guide 3130
29 May 2015

ADAPTIVE PLANNING AND EXECUTION OVERVIEW AND POLICY FRAMEWORK

References: See Enclosure C for references.

1. Purpose

a. This guide is an executive summary on the Department of Defense's (DoD's) Adaptive Planning and Execution (APEX) enterprise. This guide and associated Chairman of the Joint Chiefs of Staff (CJCS) APEX family of documents provide policy and procedures for implementing the Secretary of Defense (hereafter referred to as "Secretary") guidance in the Adaptive Planning Roadmaps I and II.

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

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

b. The APEX enterprise encompasses the full spectrum of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. It is a compilation of joint policies, processes, procedures, tools, training, education, and stakeholders associated with developing and implementing plans and orders to meet national security objectives. APEX integrates the strategic and operational planning activities of the Joint Planning and Execution Community (JPEC) and facilitates the transition from planning to execution. APEX operational activities and functions span many organizations at all levels of the chain of command. Collaboration among the supported and supporting commands, Services and other organizations is an essential element of APEX to achieve unified action. APEX informs the entire chain of command, including the President and Secretary, facilitating informed decisions on how, when, and where to employ the military. APEX is applicable across the range and spectrum of military operations to plan and execute military activities to achieve the policy objectives outlined in the National Security and Military Strategies.

2. Superseded/Cancellation. CJCS Guide (CJCSG) 3130, Adaptive Planning and Execution (APEX) Overview and Policy Framework, 30 April 2012, is superseded by this CJCSG 3130.

3. Applicability

a. APEX policies and procedures apply to Combatant Commands (CCMDs), sub-unified commands, joint task forces, subordinate components of these joint commands, Services, DoD Agencies and field activities, the Joint Staff (JS), and the National Guard Bureau.

b. This guide and the associated CJCS APEX family of documents will be followed except, when in the judgment of the commander, exceptional circumstances dictate otherwise. If a conflict arises between the contents of this guide and the contents of other Joint or Service publications, this guide takes precedence for the activities of the joint forces unless the Chairman of the Joint Chiefs of Staff (hereafter referred to as "Chairman"), has provided more current and specific guidance to the contrary.

4. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: <http://www.dtic.mil/cjcs_directives/>. Joint Staff activities may also obtain access via the SIPR Directives Electronic Library Web sites.

5. Effective Date. This GUIDE is effective immediately.

For the Chairman of the Joint Chiefs of Staff:


JACQUELINE D. VAN OVOST, Maj Gen, USAF
Vice Director, Joint Staff

Enclosures

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

DISTRIBUTION

Distribution A, B, C plus the following:

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

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

(INTENTIONALLY BLANK)

TABLE OF CONTENTS

	Page
ENCLOSURE A ADAPTIVE PLANNING AND EXECUTION	
Purpose	A-1
APEX Enterprise.....	A-1
Strategic Direction.....	A-1
Ends, Ways, and Means	A-2
Instruments of National Power.....	A-3
Military Planning and Execution.....	A-3
APEX Evolution	A-7
ENCLOSURE B CJCS APEX FAMILY OF DOCUMENTS	
Purpose	B-1
APEX Documentation	B-1
ENCLOSURE C REFERENCES	C-1
GLOSSARY	GL-1
Part I – Abbreviations and Acronyms	GL-1
Part II – Terms and Definitions	GL-2
FIGURES	
1. APEX Enterprise.....	A-2
2. Military Planning and Execution Process	A-4
TABLE	
1. CJCS APEX Family of Documents.....	B-4

(INTENTIONALLY BLANK)

ENCLOSURE A

ADAPTIVE PLANNING AND EXECUTION

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

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

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

2. APEX Enterprise. The APEX enterprise is depicted in Figure 1. This includes the civilian-military dialogue that shapes strategic guidance directing the development and execution of military plans. Concurrently, the military planning and execution process informs the civilian-military dialogue. As options are selected and plans are refined, the military planning and execution process provides more detailed military courses of action. The resultant resource-informed plans balance strategic and operational ends, ways and means with understood assumptions at acceptable risk in pursuit of United States (U.S.) policy objectives.

3. Strategic Direction. Strategic direction is the common thread that integrates and synchronizes the planning activities and operations of the supported and supporting commands, Services and other organizations. The President, Secretary, and Chairman provide strategic direction to the military in documents, orders, and memorandums. When time is of the essence, this direction may be delivered verbally. Capstone documents that contain strategic guidance include:

a. President. Presidential Decision Directives, National Security Strategy, and Unified Command Plan (UCP).

b. Secretary of Defense. National Defense Strategy, Quadrennial Defense Review, Guidance for Employment of the Force (GEF), and Global Force Management Implementation Guide (GFMIG).

c. Chairman of the Joint Chiefs of Staff. National Military Strategy and Joint Strategic Capabilities Plan (JSCP).

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

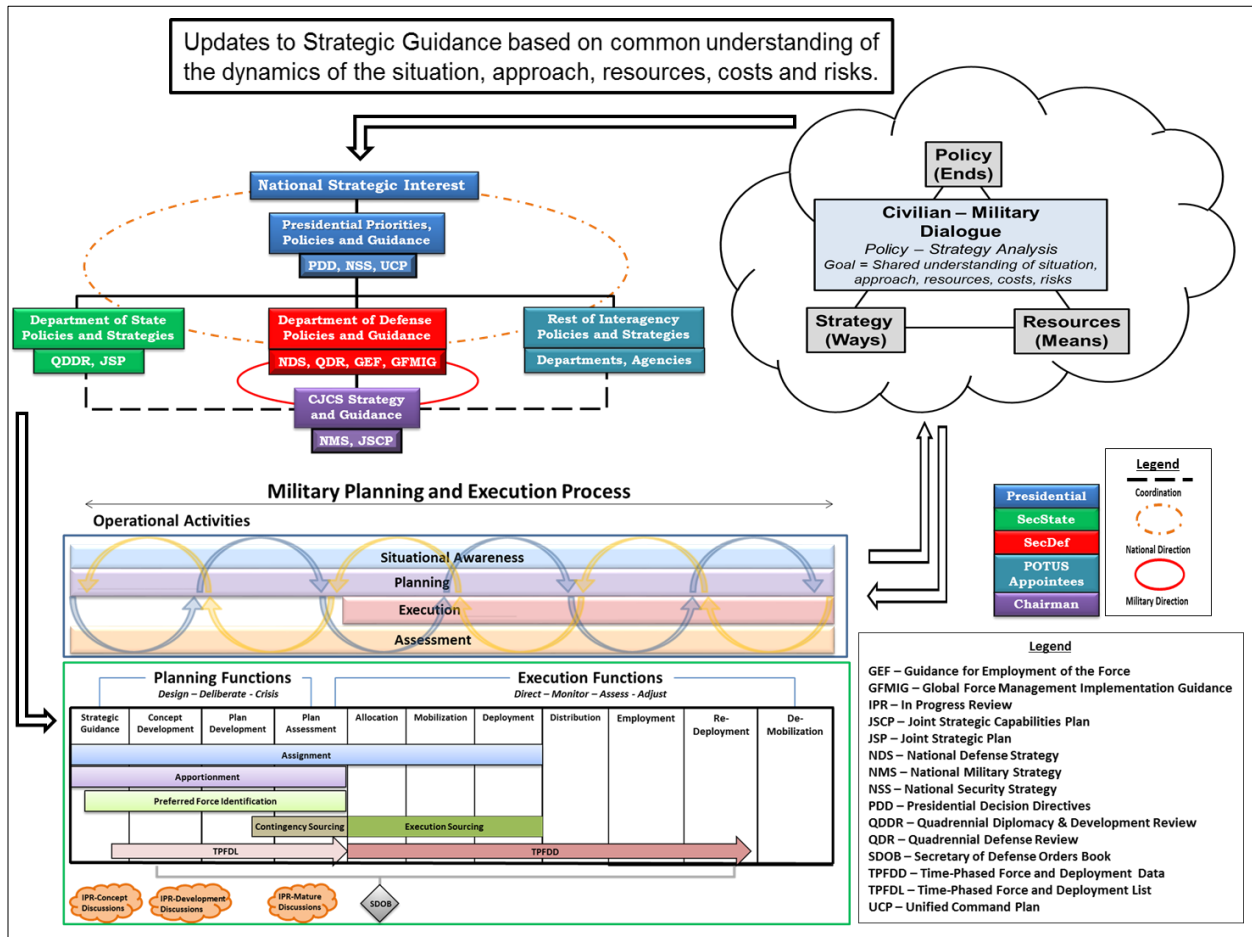


Figure 1. APEX Enterprise

4. Ends, Ways, and Means. Achievement of U.S. strategic objectives, at acceptable risk, requires maintaining the appropriate balance between ends, ways, and means. Civilian-military dialogue provides the vehicle to conduct periodic policy and strategy analysis through recursive discourse between the President, Secretary, Chairman, interagency and Service-level leadership, and CCDR's responsible for directed campaigns, plans, activities, and operations. The goal of this dialogue is to achieve and maintain a shared understanding of:

- Strategic and operational context.
- Potential or emerging challenges to U.S. national interests.

- c. Political acceptability of operational approaches.
- d. Resources necessary and available to achieve strategic and operational objectives.
- e. Risk and mitigation options.
- f. Timing and content of required senior leader decisions.

5. Instruments of National Power. Consideration and proper application of all instruments of national power (diplomatic, informational, military, and economic) throughout planning lead to an effective integration of whole-of-government actions during execution. The supported command or organization is responsible for synchronizing the instruments of national power to achieve unified action. The military may be in a supported or a supporting role depending on the situation.

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

a. Operational Activities

(1) Situational Awareness. Situational awareness is achieved through the continuous monitoring of political and military situations. It is the foundation supporting the cycle of planning, execution, and assessment activities. Situational awareness informs commanders at all levels of the chain of command, both supporting and supported, with a current, relevant understanding of the dynamic operating environment.

(2) Planning. Planning implements strategic direction into military plans and orders. Planners design strategies, concepts, and detailed plans that provide the options and courses of actions for the military response. Planning informs the civilian-military dialogue leading to a shared understanding of ends, ways, and means. APEX integrates deliberate planning (for plans developed in non-crisis situations) and crisis action planning into one flexible construct. Depending on time constraints, planning functions can be performed in series over a period of time or they can be compressed, performed in parallel, or eliminated as appropriate.

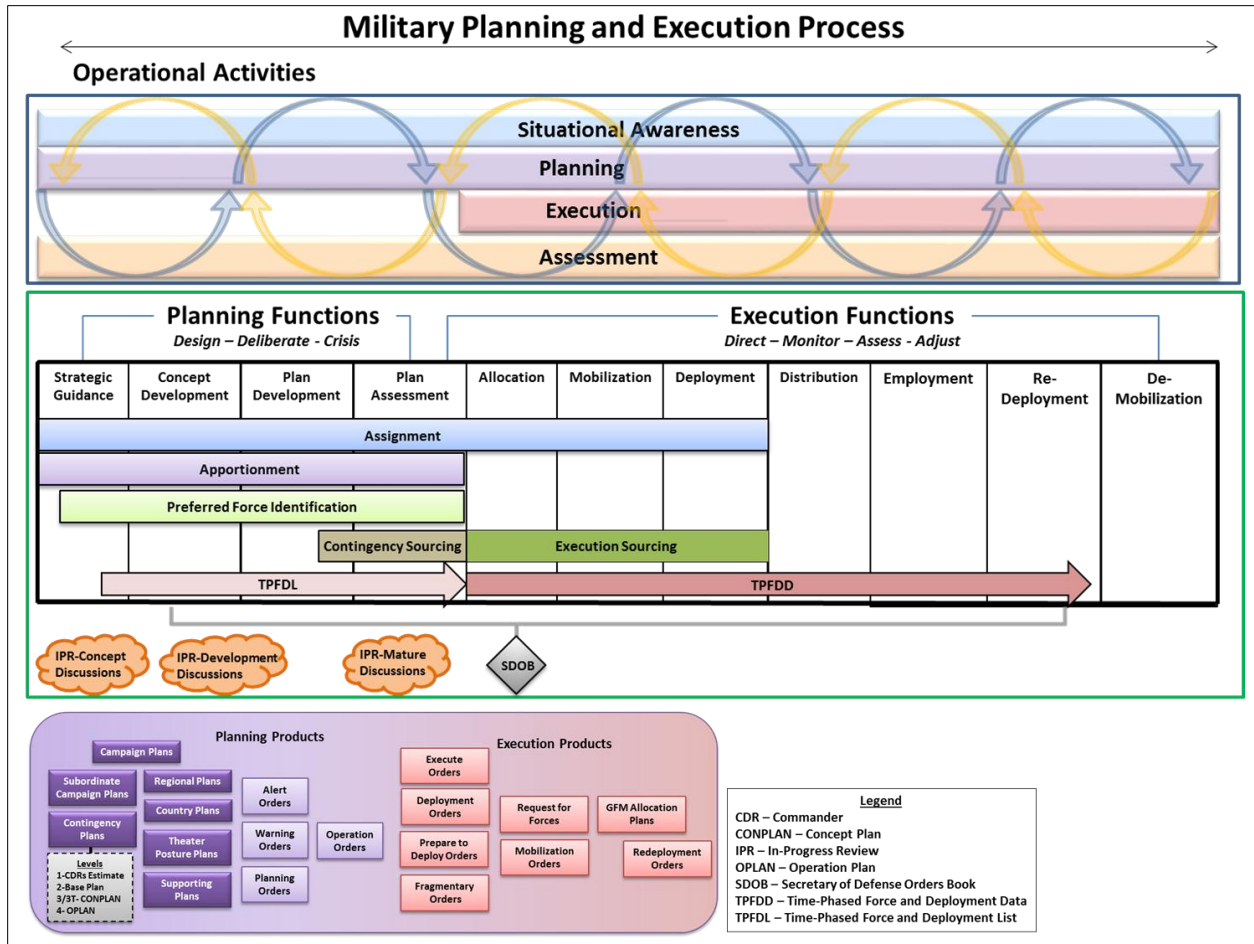


Figure 2. Military Planning and Execution Process

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

(4) Assessment

(a) Assessment is the continuous monitoring and evaluation of the current situation and progress of a plan or operation toward mission accomplishment. APEX requires assessments at all levels of the chain of command throughout the planning and execution processes. In general,

assessments inform leaders at all levels within the chain of command in determining if the right things are being done, and if those things are being done right. This feedback becomes the basis for learning, adaptation, and subsequent adjustment. Assessment involves deliberately comparing forecasted outcomes to actual events to determine the overall effectiveness of actions planned or taken. Assessments identify tactical and operational risks that enable improvements to the commander's operational approach and the military plan. Assessments also identify strategic risks that inform civilian-military leaders and influence policy-level decisions.

(b) Staff estimates are functional assessments that are updated continuously throughout all operational activities. They help establish and maintain coordination and cooperation with staffs and units throughout the chain of command. They evaluate how functional area support factors impact the mission. Accurate and timely staff estimates directly affect the commander's ability to make well informed resource and risk-based decisions by improving his situational awareness. Plans at all levels consider the functional expertise in each respective staff area. For example:

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

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

b. Planning Functions

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

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

c. Execution Functions. APEX consists of seven execution functions: allocation, mobilization, deployment, distribution, employment, redeployment, and demobilization. During each function, supported and supporting commanders, Services, and other organizations direct, monitor, assess, and adjust. CCDRs continue to review progress during execution with the President, Secretary and Chairman to ensure their planning remains consistent with potentially dynamic national objectives and assumptions. References d, e and f provide detailed discussion on the execution processes, roles and responsibilities.

d. APEX Sourcing. The concept of strategy-driven and resource-informed planning requires the development of plans based on the near-term availability and readiness of the force, the capacity and capability of the logistics and transportation systems, preferred munitions, host nation support, and contract support. GFM procedures allow proactive, resource and risk-informed planning assumptions and estimates and execution decision making regarding U.S. military forces. Time-phased force requirements are documented in a time-phased force deployment list (TPFDL). Within GFM, there are three levels of matching forces to requirements, depending upon the end state required: identification of preferred forces, contingency sourcing, and execution sourcing.

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

(2) Contingency Sourcing. Contingency sourcing is a part of the plan assessment process. It entails Joint Force Providers identifying forces that meet the sourcing guidance communicated in the contingency sourcing message, which is based on assumptions, and represents a snapshot depiction of sourcing feasibility for senior leaders. Reference g contains detailed step-by-step procedures for contingency sourcing.

(3) Execution Sourcing. During execution, the supported CCDR may task their assigned forces to fill force requirements in order to perform

authorized missions. These requirements constitute the assigned force demand. If additional forces are required, the supported CCDR requests those forces through the GFM allocation process for consideration by the Secretary. The Secretary's decision to allocate forces involves weighing the force providers' risks of sourcing with operational risks to both current operations and potential future contingencies. The Secretary's decisions are ordered in the GFM Allocation Plan and transmitted via deployment orders down the force provider's chain of command to the unit or individual. The force provider conducts deployment planning and documents the deployment and movement plan in the time-phased force and deployment data (TPFDD), which contains the detailed data needed to conduct movement. References g and h contain a more detailed discussion of assignment, allocation, and apportionment and references f and i detail the TPFDD development process.

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

f. Secretary of Defense Orders Book. The Secretary of Defense Orders Book (SDOB) is a briefing coupled with a process used to route draft orders through the JS Directors, OSD, and Chairman to the Secretary for approval. Examples include, but are not limited to: the Global Force Management Allocation Plan and modifications, warning orders, execute orders, deployment orders, force preparation messages, and alert and mobilization orders. References g and h discuss the SDOB process in greater detail.

g. Planning and Execution Products. Figure 2 depicts the different plans and orders produced during planning and execution. The format and content of these documents is dependent upon the scope of planning or execution and is prescribed in the APEX family of documents and references.

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

(INTENTIONALLY BLANK)

ENCLOSURE B

CJCS APEX FAMILY OF DOCUMENTS

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

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

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

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

c. CJCSM 3130.02 Series, “Adaptive Planning and Execution (APEX) Policies and Procedures.”

(1) This manual will detail and describe the integration of the various APEX processes. It will describe the application of joint policies and procedures for the development and implementation of plans developed in crisis and non-crisis situations.

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

d. CJCSM 3130.03 Series, “Adaptive Planning and Execution (APEX) Planning Formats and Guidance.” This manual sets forth administrative instructions for joint operation plan formats submitted for review to the Chairman as well as the orders generated to execute.

e. CJCSM 3130.04 Series, “Deployment Policies and Procedures.”

(1) This manual will establish policies and procedures to plan and execute joint deployment and redeployment operations. It will detail the TPFDD/TPFDL and describe the force planning requirements to validate, schedule, optimize and move force requirements within a TPFDD/TPFDL.

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

f. CJCSM 3130.05 Series, “Joint Planning and Execution Services (JPES) - Information Systems Governance.”

(1) This manual will provide policy and procedures to govern and manage the various IT enabling or supporting the processes within APEX.

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

g. CJCSM 3130.06 Series, “Global Force Management Allocation Policies and Procedures.” This manual establishes policy and procedures to plan and execute GFM allocation activities. It implements the Secretary’s guidance found in the GFMIG into policy.

h. CJCSM 3130.07 Series, “Integrated Joint Special Technical Operations (IJSTO) Supplement to CJCSM 3130.02 Series, Adaptive Planning and Execution (APEX) Policies and Procedures.”

(1) This manual will establish guidance for the integration of IJSTO into APEX.

(2) CJSCM 3122.07 Series, “Integrated Joint Special Technical Operations (IJSTO) Supplement to Joint Operation Planning and Execution System (JOPEs) Volume I (Planning Policy and Procedures),” will be rescinded upon publication of CJCSM 3130.07.

i. CJCSM 3130.08 Series, “Integrated Joint Special Technical Operations (IJSTO) Supplement to CJCSM 3130.03 Series, Adaptive Planning and Execution (APEX) Formats.”

(1) This manual will provide planning formats and guidance for IJSTO enclosures to operation plans and concept plans.

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

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

k. CJCS Instruction (CJCSI) 3141.01 Series, “Management and Review of Joint Strategic Capabilities Plan (JSCP)-Tasked Plans.” This instruction establishes responsibilities and procedures for the management and review of JSCP-tasked plans submitted to the Chairman. It provides guidance on responsibilities and activities associated with the management and review of JSCP-tasked campaign and contingency plans using APEX.

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

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

Table 1. CJCS APEX Family of Documents

ENCLOSURE C

REFERENCES

- a. CJCSM 3314.01 Series, “Intelligence Planning”
- b. Joint Publication 4-0, 16 October 2013, “Joint Logistics”
- c. CJCSI 3110.03 Series, “Logistics Supplement to the Joint Strategic Capabilities Plan (JSCP) FY 2008”
- d. CJCSM 3122.01 Series, “Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures”
- e. Joint Publication 5-0, 11 August 2011, “Joint Operation Planning”
- f. CJCSM 3122.02 Series, “Joint Operation Planning and Execution System (JOPES) Volume III Time Phased Force and Deployment Data Development and Deployment Execution”
- g. CJCSM 3130.06 Series, “Global Force Management Allocation Policies and Procedures”
- h. Global Force Management Implementation Guidance, Fiscal Year 2014-2015
- i. CJCSG 3122, “Time-Phased Force and Deployment Data (TPFDD) Primer”
- j. CJCSI 3141.01 Series, “Management and Review of Joint Strategic Capabilities Plan (JSCP)-Tasked Plans”
- k. Guidance for Employment of the Force, current issuance
- l. CJCSM 3130.01 Series, “Campaign Planning Procedures and Responsibilities”
- m. CJCSM 3130.03 Series, “Adaptive Planning and Execution (APEX) Planning Formats and Guidance”
- n. CJCSI 3110.01 Series, “2010 Joint Strategic Capabilities Plan (JSCP) (U)”

(INTENTIONALLY BLANK)

GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

APEX	Adaptive Planning and Execution
CCDR	Combatant Commander
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff (adjective); also called
CJCSG	Chairman of the Joint Chiefs of Staff Guide
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CSA	Combat support agency
DoD	Department of Defense
GEF	Guidance for Employment of the Force
GFM	Global force management
GMIG	Global Force Management Implementation Guidance
IJSTO	Integrated Joint Special Technical Operations
IPR	In-progress review
IT	Information technology
JFC	Joint Force Commander
JOPES	Joint Operation Planning and Execution System
JPEC	Joint planning and execution community
JPES	Joint planning and execution services
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
OSD	Office of the Secretary of Defense
SDOB	Secretary of Defense Orders Book
Secretary	Secretary of Defense
TPFDD	Time-phased force and deployment data
TPFDL	Time-phased force and deployment list
UCP	Unified Command Plan
U.S.	United States
U.S.C.	United States Code

PART II- TERMS AND DEFINITIONS

adaptive planning – The systematic on-demand creation and revision of executable plans with up-to-date options in real time as circumstances require. (CJCSM 3130.06 Series)

Adaptive Planning and Execution – A DoD enterprise of joint policies, processes, procedures, and reporting structures, supported by communications and information technology, that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. (JP 1-02, Source JP 5-0)

alert order – (1) A crisis action planning directive from the Secretary, issued by the Chairman, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by the Secretary. (2) A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military course of action. An alert order does not authorize execution of the approved course of action. (JP 1-02, Source JP 5-0)

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

allocation – (1) Temporary transfer of forces to meet the operational demand of CCDRs. This includes both steady-state rotational requirements and requests for capabilities or forces (unit or individual) in response to crises or emergent contingencies. (2) Distribution of limited forces and resources for employment among competing requirements. (JP 1-02, Source JP 5-0)

apportioned forces – Those forces and resources assumed to be available for deliberate planning as averaged over the fiscal year. Apportioned forces are what a CCDR can reasonably expect to be made available, but not necessarily an identification of the actual forces that will be allocated for use when a contingency plan transitions to execution. They may include those assigned, those expected through mobilization, and those programmed. The apportionment tables are included in Part IV of the GFMIG. (GFMIG)

apportionment – (1) Force capabilities provided to CCDRs for planning purposes only, but not necessarily an identification of the actual forces that may be allocated for use when a contingency plan transitions to execution, and allows senior leadership to determine and assess strategic planning based on force inventory and availability. (GFMIG) (2) In the general sense, distribution of forces and capabilities as the starting point for planning. (JP 1-02, Source JP 5-0)

assessment – (1) A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations. (2) Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (3) Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. (4) Judgment of the motives, qualifications, and characteristics of present or prospective employees or agents. (JP 1-02, Source JP 3-0)

assigned force demand – Tracking of the demand signal for CCDR use of forces assigned by the “Forces For” memorandum to conduct operational missions within the CCDR AOR within the GFM/GFMAP process. (CJCSM 3130.06)

assigned forces – Those forces and resources that have been placed under combatant command (command authority) of a unified or specified commander by the direction of the Secretary in his “Forces for Unified Commands” Memorandum IAW 10 U.S.C., section 162, or per section II of the GFMIG. (GFMIG)

assignment – Fulfills the Military Department 10 U.S.C., section 162 responsibility to assign forces to CCMDs in support of the strategic UCP assigned missions given to those commands. Assignment establishes Combatant Command authority for accomplishment of missions assigned to the command. (GFMIG)

campaign plan – A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP 1-02, Source JP 5-0)

campaign planning – The process whereby CCDRs and subordinate Joint Force Commanders translate national or theater strategy into operational concepts through the development of an operation plan for a campaign. (JP 1-02, Source JP 5-0).

Combatant Command – A unified or specified command with a broad continuing mission under a single commander established and so designated by the President through the Secretary and with the advice and assistance of the Chairman. CCMDs typically have geographic or functional responsibilities. (JP 1-02, Source JP 1)

Combatant Commander – A commander of one of the unified or specified CCMDs established by the President. (JP 1-02, Source JP 3-0)

concept plan – In the context of joint operation planning level 3 planning detail, an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order. (JP 1-02, Source JP 5-0)

contingency sourced forces – Specific forces identified by Joint Force Providers, assisted by their Service components and the parent Services, which meet the CCDR's planning requirement at a specified point in time. (JSCP)

contingency sourcing – The process of the Joint Force Providers, assisted by their Service components and the parent Services, identifying forces which meet the CCDR's planning requirement for plans at a specified point in time and represents a snapshot depiction for senior leadership.

course of action – (1) Any sequence of activities that an individual or unit may follow. (2) A scheme developed to accomplish a mission. (JP 1-02, Source JP 5-0)

crisis action planning – The Adaptive Planning and Execution process involving the time-sensitive development of joint operation plans and operation orders for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. (JP 1-02, Source JP 5-0)

deliberate planning – (1) The Adaptive Planning and Execution process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. (2) A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. (JP 1-02, Source JP 5-0)

deployment – The rotation of forces into and out of an operational area. (JP 1-02, Source JP 3-35)

deployment order – A planning directive from the Secretary, issued by the Chairman, that authorizes and directs the transfer of forces between CCMDs by reassignment or attachment. Also called DEPORD. The Joint Force Provider GFMAP Annex Schedule serves as the DEPORD for all global allocations. (JP 1-02, Source JP 5-0)

execute order – (1) An order issued by the Chairman, at the direction of the Secretary, to implement a decision by the President to initiate military operations. (2) An order to initiate military operations as directed. (JP 1-02, Source JP 5-0)

execution planning – The Adaptive Planning and Execution translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or operation order. (JP 1-02, Source JP 5-0)

execution sourced forces – Forces recommended and identified by Joint Force Providers, assisted by their Service components (who are responsible to coordinate with their Services). The recommended sourcing solution is

reviewed through the GFM allocation process and becomes sourced when approved by the Secretary for the execution of an approved operation or potential/imminent execution of an operation plan or exercise. The Joint Staff provides specific guidance for the selection of forces in the execution sourcing message, including unit reporting requirements, which will be done IAW current APEX procedures. Execution sourcing of forces may result in a PTDO, Deployment Order, or Execute Order. (1) Units tasked must meet minimum readiness and availability criteria as directed by the tasking authority. (2) Execution sourced forces are considered allocated forces and are unavailable for use in other plans/operations unless reallocated by the Secretary. (GFMIG)

execution sourcing – The process of identifying forces recommended and identified by Joint Force Providers, assisted by their Service components (which are responsible to coordinate with their Services), and allocated by the Secretary to meet CCDR force requirements.

force planning – (1) Planning associated with the creation and maintenance of military capabilities by the Military Departments, Services, and U.S. Special Operations Command. (2) In the Joint Operation Planning and Execution System, the planning conducted by the supported CCMD and its components to determine required force capabilities to accomplish an assigned mission. (JP 1-02, Source JP 5-0)

force sourcing – The identification of the actual units, their origins, ports of embarkation, and movement characteristics to satisfy the time-phased force requirements of a supported commander. (JP 1-02, Source JP 5-0)

functional Combatant Commander – A CCDR with transregional responsibilities. (UCP)

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

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

Joint Force Commander – A general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. (JP 1-02, Source: JP 1)

joint operation planning – Planning activities associated with joint military operations by CCDRs and their subordinate joint force commanders in response to contingencies and crises. (JP 1-02, Source: JP 5-0)

joint operation planning process – An orderly, analytical process that consists of a logical set of steps to analyze a mission, select the best course of action, and produce a joint operation plan or order. (JP 1-02, Source: JP 5-0)

joint planning and execution community – Those headquarters, commands, and agencies involved in the training, preparation, movement, deployment, employment, support, sustainment, redeployment, and demobilization of military forces assigned or committed to a joint operation. (JP 1-02, Source: JP 5-0)

Joint Strategic Planning System – One of the primary means by which the Chairman, in consultation with the other members of the JCS and the CCDRs carries out his statutory responsibilities to assist the President and Secretary in providing strategic direction to the Armed Forces. (JP 1-02, Source: JP 5-0)

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

operation order – A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (JP 1-02, Source: JP 5-0)

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

planning order – A planning directive that provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military course of action. (JP 1-02, Source: JP 5-0)

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

resource-informed – The development of plans based on the near-term availability and readiness of the force (combat, combat support, and combat service support), the capacity and capability of the logistics and transportation systems, preferred munitions availability, identification and

consideration of leveraging of non-DoD capabilities, and the level of operational contract support required to offset the known shortfall in military capability. (GEF)

resources – The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command. (JP 1-02, Source: JP 1)

risk – Probability and severity of loss linked to hazards. (JP 1-02, Source: JP 5-0)

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

support planning – Planning activities used to determine the TPFDD sequencing of personnel, logistics, and other support necessary to provide mission support, distribution, maintenance, civil engineering, medical support, personnel service support, and sustainment for the joint force in accordance with the concept of operations.

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

time-phased force and deployment data – The time-phased force and deployment data, non-unit cargo and personnel data, and movement data for the operation plan or operation order or ongoing rotation of forces. (JP 1-02, Source: JP 5-0)

time-phased force and deployment list – (1) Appendix 1 to Annex A of the operation plan (OPLAN), which identifies types and/or actual units required to support the OPLAN and indicates origin and ports of debarkation or ocean area. (JP 1-02, Source JP 4-05) (2) The TPFDL is the time-phased list of unit capabilities needed to execute an OPLAN or operation order (OPORD). As part of the written OPLAN or OPORD, it phases unit requirements in the theater of operations at the times and places required to support the concept of operations, should it be executed. In the early stages of planning, a supported CCDR will develop courses of action and the list of force requirements necessary to execute these COAs. (CJCSM 3130.06 Series)

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