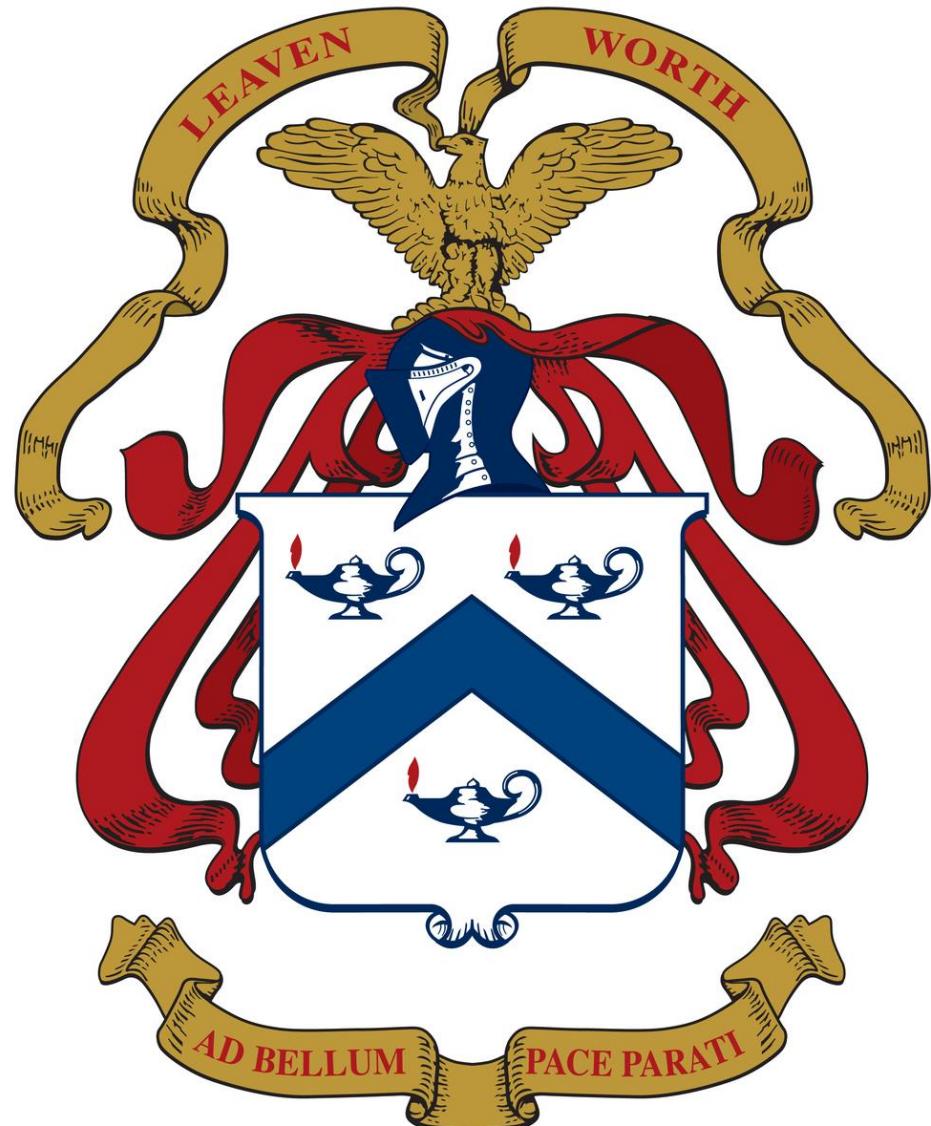


# CGSC Field Grade Smart Book

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Created by MAJ Jeb Graydon  
AY 2019-2020  
Version 2



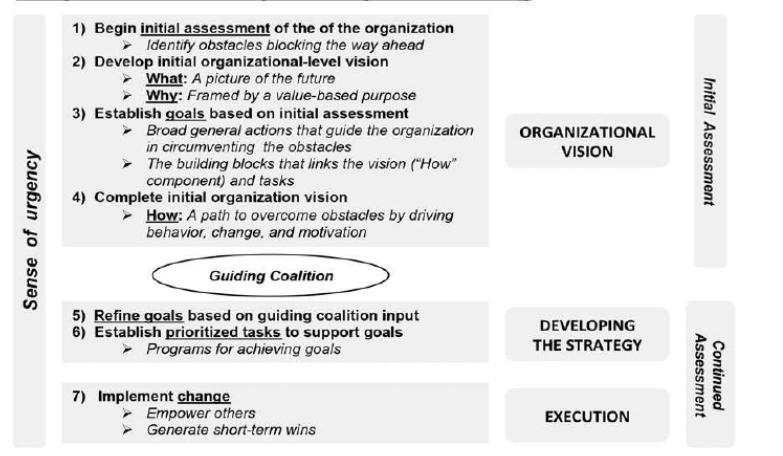
**PROBLEM FRAMING**

(reasoning process used to gain context, not solve issues; sets conditions for subsequent analysis; part of ADM)

- Key Players** – Who influences the situation?
- End State** - What are the desired future conditions?
- Interests** - What are the needs/wants/desires/concerns/fears?
- Facts** - What are the verifiable truths that affect decision-making?
- Assumptions** - What is best guess about the current/future situation?
- Paradigms** - What are generally accepted mental models/patterns?
- Problem** - What are obstacles to overcome in reaching an end state?

**VISION**

- Provides a clear/attainable image of what's next, guiding mission accomplishment and organizational development/culture**
- Requires a fundamental understanding of the concepts, processes, and practices that shape and influence the org**



**Leadership** = activity of influencing people by providing purpose, direction & motivation to accomplish the mission/improve the org (**counsel for the past, coach in the present, mentor for the future**)

**ORGANIZATIONAL LEADERSHIP** = Improve org while doing msn

- Technical Expert** – depreciates at more strategic levels
- Interpersonal Expert** – elevates over time
- Conceptual Expert** – critical to strategic success/shapes org

**EQ** = ID/assess/mng/ctrl emotions (self/others/groups)

Challenge btwn authenticity & being what team needs

- Self-Awareness** = confidence & reflection
- Self-Management** = adaptability & transparency
- Social Awareness** = awareness & empathy
- Social Skills/Relationship Mgmt** = communication

**ETHICS**

**Values (ENDS)** = right/wrong; core/constant perceptions

ARMY Values: **LDRSHIP** (**L**oyalty, **D**uty, **R**espect, **S**elfless Service, **H**onor, **I**ntegrity & **P**ersonal Courage)

**Morals (WAYS)** = belief sys/conduct stds; behaviors/philo  
**Ethics (MEANS)** = action; principles/concepts; changeable

**Principle (standards)****ACTION-BASED**

Universal Laws, Duty

**Consequence (result)****OUTCOME-BASED**

Greatest Good

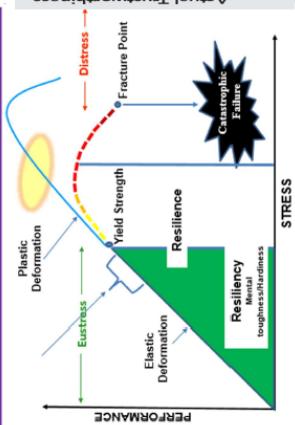
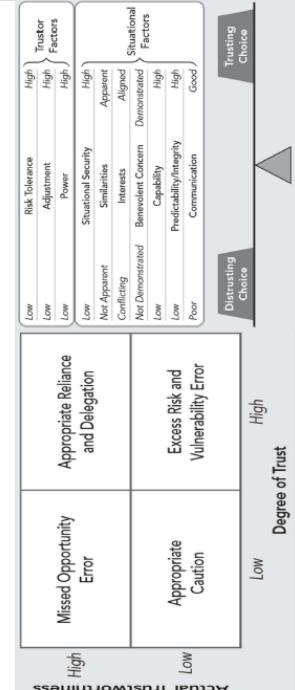
**4 Common "Right v Right" Ethical Dilemmas:**

Truth--Loyalty, Individual--Community,

Short-Term--Long-Term, Justice--Mercy

**Virtue (character)****HABIT-BASED**

Moral Excellence

**BUILT ON FOUNDATION OF TRUST (Dignity & Respect)**

- Unethical behavior erodes trust/degrades msn accomplish
- Snider = need Honor, Esprit, and Stewardship
- Huntington = elevate profession w/expertise, responsibility, corporateness (develops professional competency & ethics)

**Culture** = shared set of beliefs, values, norms, and symbols

- Long-lasting/complex/shared expectations/deeply rooted:
  - Artifacts** (visible/observed structures)
  - Espoused Beliefs & Values** (ideals, goals, logic)
  - Basic Underlying Assumptions** (unconscious)

**Army Professional Culture (METHS)** = Military expertise, Esprit de corps, Trust, Honorable service, and Stewardship

**Climate** = shared perceptions & attitudes; guides interaction

- Transient/short-term/contextual/relationships
- Leaders influence culture (over time) thru climate (now)
  - Set the example (dignity and respect)
  - Take care of people (foster unity/cohesion)
  - Respect culture/purpose (build motivation/trust)

**POWER** = capacity to influence (attitude/behavior)

- Positional**: coercive, legitimate, consequence
- HARD** = coercion, legitimacy, pressure
- Personal**: expertise, referent, connections
- SOFT** = integrate, inspire, appeal
- Rational**: persuade, exchange, collaborate
  - Links positional-personal power

**Compliance**: conforming; change in behavior

- Pacesetting** = set high standards
- Commanding** = demand obedience

**Commitment**: dedication; change in thinking

- Visionary** = move people to shared dreams
- Affiliative** = create harmony, build bonds
- Democratic** = forge consensus/participate
- Coaching** = develop people for the future



## Universal Intellectual Standards

- Clarity
- Accuracy
- Precision
- Relevance
- Depth
- Breadth
- Logic
- Significance
- Fairness

## Elements of Thought?

C100

Must be applied to



Intellectual Integrity

"Hypocrisy"

Intellectual Autonomy

"Conformity"

Intellectual Humility

"Arrogance"

Intellectual Traits or Virtues

"Distrust of Reason"

Confidence in Reason

Intellectual Empathy

"Narrow-mindedness"

Intellectual Courage

"Cowardice"

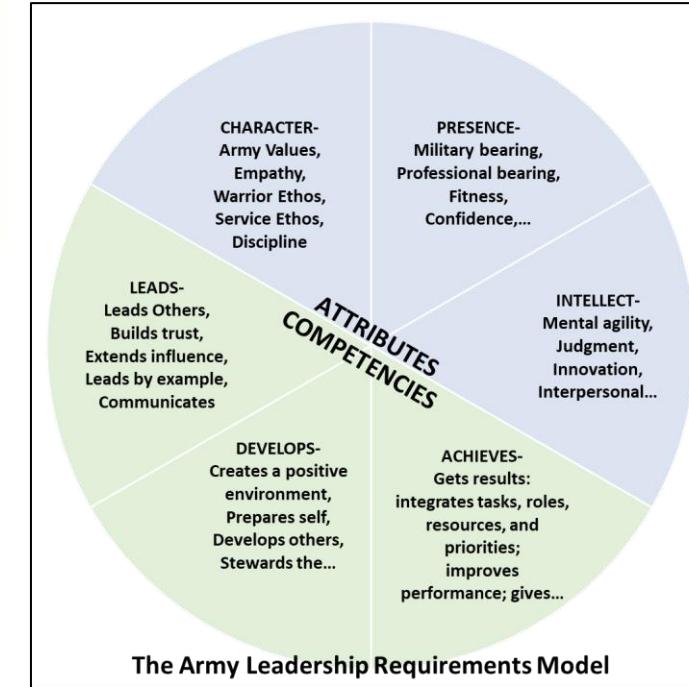
"Unfairness"

Fairmindedness

Paul and Elder

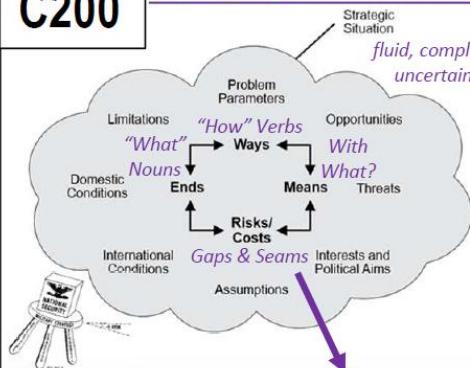
To Develop

The Army Leadership Requirements Model



C200

## "ENDS-WAYS-MEANS-RISK"



### Risk Assessment a Validity Test (Balance the Tripod):

**Suitability** - attainment accomplishes desired end  
(Will squeeze make juice?)

**Feasibility** - action accomplishable by means available  
(Can I squeeze?)

**Acceptability** - consequences/cost justified by effect or end achieved  
(Is juice worth squeeze?)

### Combatant Command (Command Authority)

(Unique to Combatant Commander)

- Planning, programming, budgeting, and execution process input
- Assignment of subordinate commanders
- Relationships with Department of Defense agencies
- Directive authority for logistics

### Operational control when delegated

- Authoritative direction for all military operations and joint training
- Organize and employ commands and forces
- Assign command functions to subordinates
- Establish plans and requirements for intelligence, surveillance, and reconnaissance activities
- Suspend subordinate commanders from duty

### Tactical control when delegated

Local direction and control of movements or maneuvers to accomplish mission

### Support relationship when assigned

Aid, assist, protect, or sustain another organization

## Strategy = Prudent idea(s) for DIME sync/integration

- CCMD Strategy** relates to nat'l strategy & operational-level activities; includes broad statement/long-term vision
- Strategic Estimate** influences strategy and planning (trends, threats & opportunities that facilitate or hinder objectives)
  - Constantly changing; require continuous evaluation
- Campaign Plans** operationalize CCMD strategies (ongoing operations, military engagement, security cooperation, deterrence, other shaping or preventive activities)
- Contingency Plans** are plans for designated threats, catastrophic events, contingent missions (no crisis at hand)



ADP 5-0, The Operations Process, Jul 19, pp. 2-7 to 2-10

**Joint Force Options:** CCMDS, JTFs, Sub-Unified Cmds (Augmentation Options: Joint Individual/Org Augmenters, Interorganizational Partners/Liaison Officers, JCRC [planning, PA, comms])

**Component Options:** Service, Functional, or Combination Cmds

### Army Cmd Relationships:

Organic, Assigned, Attached, OPCON, TACON

## "JUST WAR FRAMEWORK"

Jus Ab (Post) Bello = ENDS (objectives); justice after war

(Hague/Geneva/Genocide Conventions, UN Charter, mil manuals)

Jus In Bello = WAYS (sequence of actions/concepts); justice in war

("nuts & bolts"; ROEs, target selections, weapon use, civilians, POWs, etc.)

2x Criteria (+1 Bonus) -- D(I)M

**Discrimination** (who to attack/combatant status; deliberateness)

**Intent** (responsibility; good effect must out-weigh bad; collateral damage)

**Micro Proportionality** (how to attack/contextual decision-making)

Jus Ad Bellum = MEANS (resources); justice of going to war

(obligations/responsibilities; justification/public will to support the state)

7x Criteria -- JJ-RoLLMoP

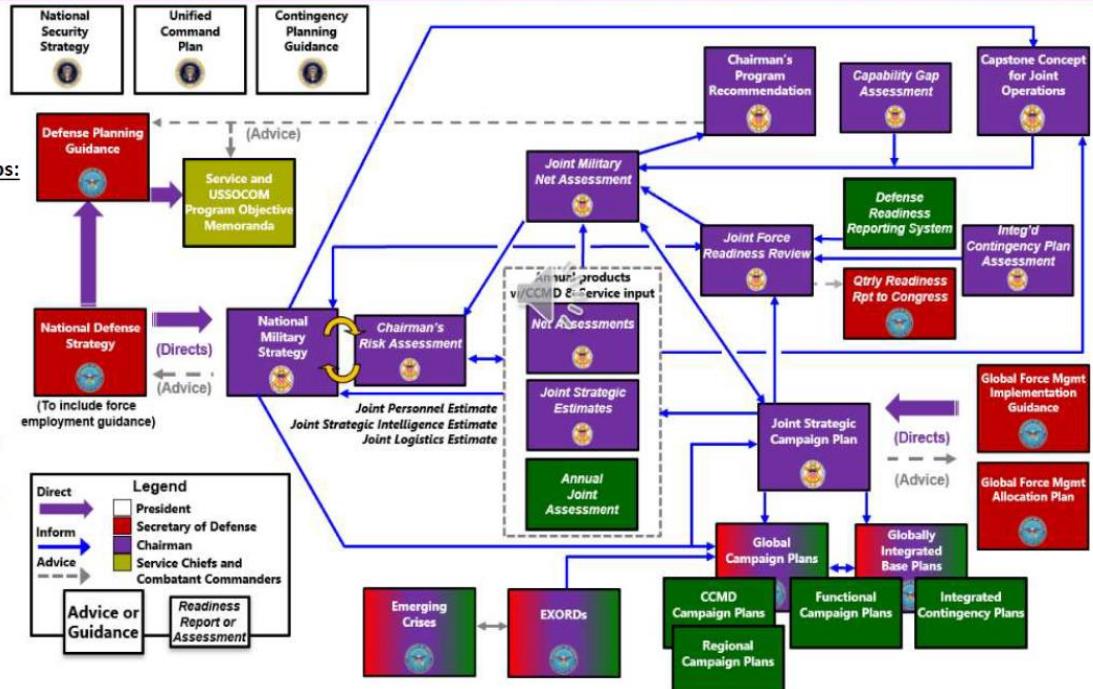
**Just Cause** (enemy aggression); **Just Intent** (right reasons/return status quo)

**Reasonable Hope of Success** (not a waste of life/resources)

**Last Resort** (other DIME explored); **Legitimate Authority** (nat'l oversight)

**Macro Proportionality** (measured response); **Public Declaration** (will/support)

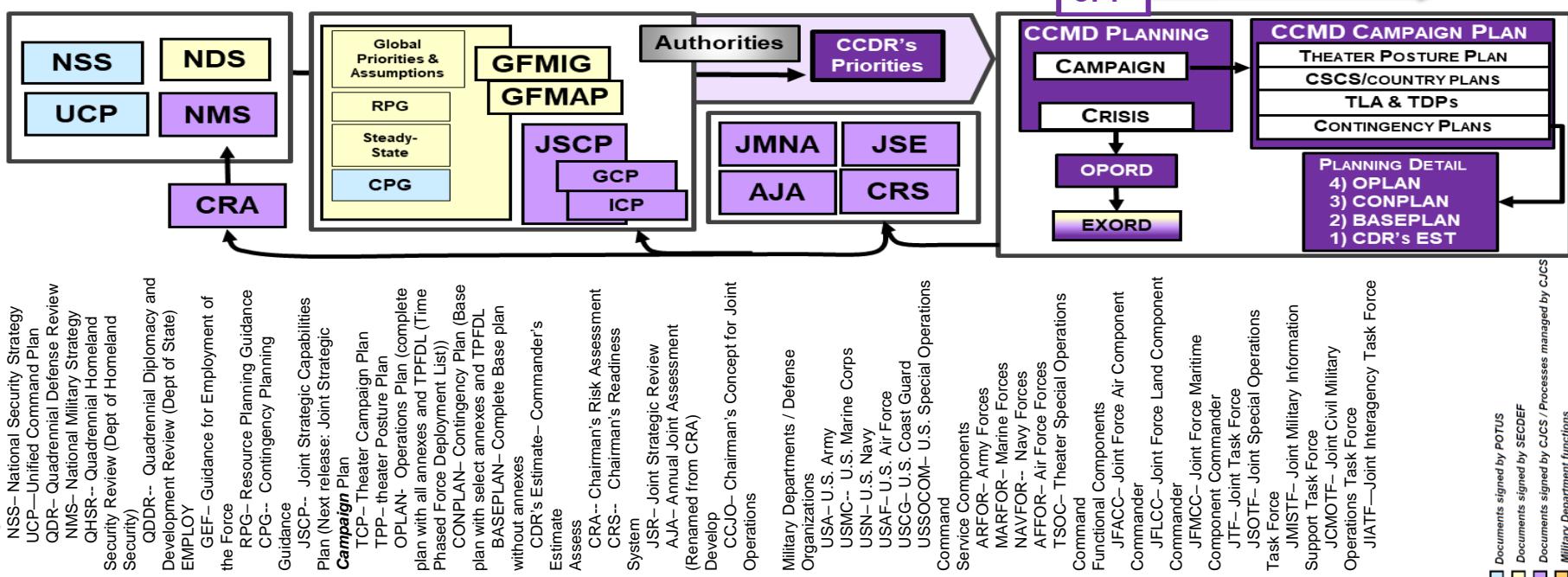
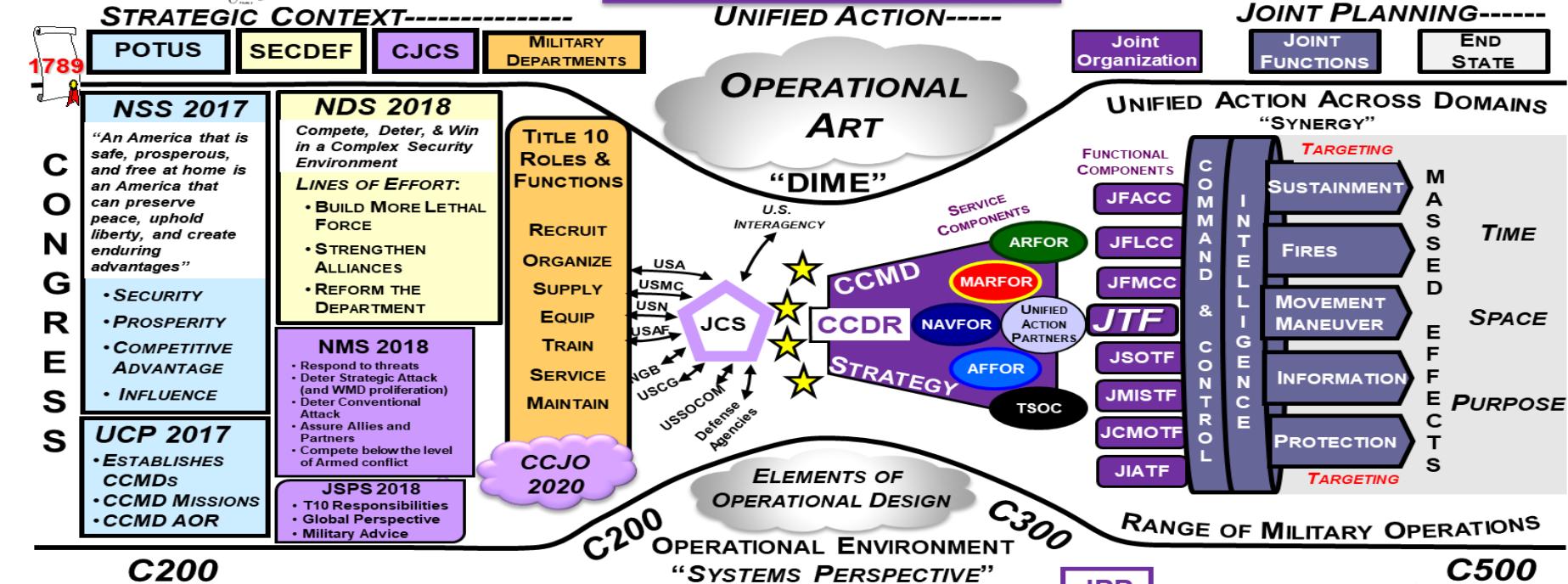
The JSPS is the method by which the CJCS fulfills his statutory responsibilities, maintains a global perspective, and develops military advice





# The Purple Pipeline

July 2019



## Combatant Commander's Perspective

C201

1 Okay, so where do I get started?

Roles, responsibilities, authorities:

- Title 10
- UCP
- Doctrine (JP-1)

Levels of war (where do I fit in?):

- Strategic
- Operational
- Tactical

Perspectives (relationships):

- Operational (OE)
- Political
- Organizational

If things go bad what do I have and what can I do?

C299

8 How should I begin to bring it all together?

The Strategic Estimate:

- Environment
- Policy and goals
- End-states
- Threats and challenges
- Opportunities and risks

Understanding and visualization

C202

2 How do I understand my area of operations?

Operational environment:

- The 'JOE'
- Capstone Concept for Joint Ops
- History – Culture – Geography - Economics
- Theorists...

Tools for understanding:

**PMESII:**

- Political
- Military
- Economic
- Social
- Information
- Infrastructure

**ASCOPE:**

- Area
- Structure
- Capabilities
- Organization
- People
- Events

**RAFT:**

- Relationships
- Actors
- Functions
- Tensions

C203

3 What's the REALLY BIG PICTURE that my command fits into?

The 'International System':

- What is its purpose?
- The Players - who are they?
- The Process – what are the rules and how are they enforced?
- The Structure - what is power, and how is it used and distributed?

**DIME:**

- Diplomacy
- Information
- Military
- Economic

**Strategy:**

- End-states
- Ends - Ways - Means
- Risk - Risk Mitigation

C204a

4 What processes help the C-in-C (POTUS) ensure our security within the international system?

Organizations:

- National Security Council (NSC)
- Homeland Security Council (HSC)
- National Economic Council (NEC)

NSC Process:

- The National Security Council
- Principles Committee
- Deputies Committee
- Interagency Policy Committees
- The National Security Council Staff

Consideration: What about the human and organizational dimension, how does that affect policy creation?

C204b

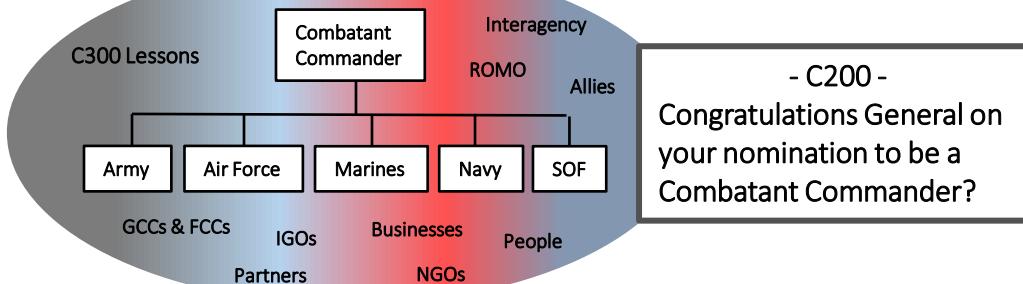
5 How does DOD implement C-in-C policy and guidance?

Roles and responsibilities:

- SECDEF processes – Strategic Planning
- Chairman's processes – JSPS
- Services & CCDRs

What is the overall process (simplified)?

- The process linkages
- Some key documents: NSS, UCP, CPG, GEF, GFMIG, DPG, NDS, JMNA, JSCP, CRA, NMS, CCP...



C206

7 How do I implement higher guidance and direction for my AO?

Key relations:

- Political
- Military
- Economic
- Social
- Information
- Infrastructure

Shaping my AO:

- Congressional testimony
- Theater Strategy
- Campaign Plans
- Security Cooperation & Security Assistance

Evaluating and shaping the OE

C205

6 What are the 'KEY' strategic documents?

The Big 3:

- National Security Strategy - C-in-C (POTUS)
- National Defense Strategy - SECDEF
- National Military Strategy - The Chairman

What do they tell me?

Balance / Feasibility - acceptability - suitability

Strategy:

- End-states
- Ends - Ways - Means
- Risk - Risk Mitigation

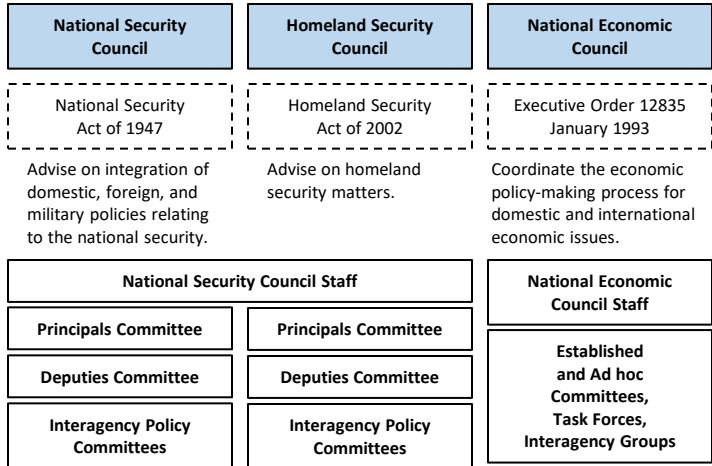
Systems / Complexity

Operational Art



**Operational Environment** How does the President develop strategic direction?

## 1 Grand Strategic Direction



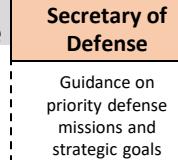
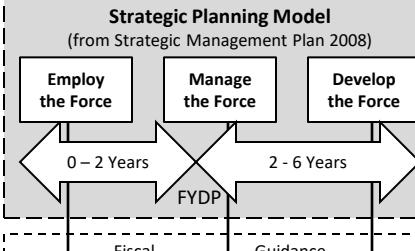
How does the SECDEF translate POTUS strategic direction into defense guidance?

## 2 Strategic Guidance

Translating strategic direction...

(*Mental construct for thinking about the force*)

...into specific tasks with performance outcomes and timelines



**National Defense Strategy (NDS)**

- End states
- Major Contingency planning
- Resourcing
- Priority missions
- Planning scenarios
- Threats / strategies
- Missions
- Risk mitigation
- Force posture...

\*Current practice not yet codified in instructions.

Largely split between the CPG and the NDS [The old GEF is dead\*]

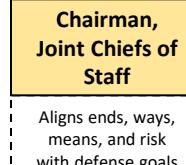
**Global Force Management Implementation Guidance (GFMIG)**

**Defense Planning Guidance (DPG)**

- Priority missions
- Force sizing construct
- Major force planning Assumptions
- Key capabilities to help size and shape the future joint force

How does the CJCS translate SECDEF guidance into directions for planning?

## 3 Strategic Direction & Planning



Principal Military Advisor

Joint Strategic Planning System (JSPS) (CJCSI 3100.01D)

Joint Operating Env't (JOE)

Joint Military Net Assessment (JMNA)

Joint Strategic Campaign Plan (JSCP)

Comprehensive Joint Readiness

Joint Force Development

Strategic & Contingency Planning

Strategic Direction

Joint Capability Development

Global Military Integration

Capability Gap Assessment (CGA)

Chairman's Risk Assessment (CRA)

Operationalizes the NMS; primary document to guide and direct the preparation and integration of JF campaign and contingency plans

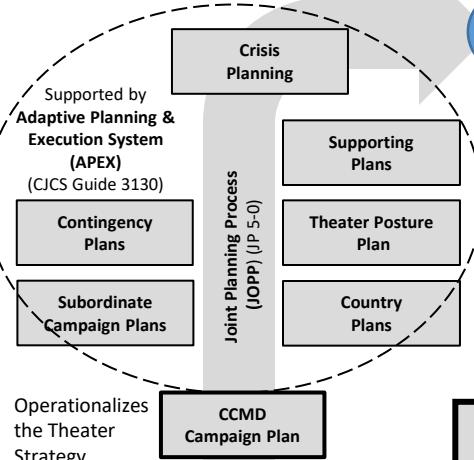
Provides strategic direction to the JF regarding plans, force employment, posture, and future force development

(These are some major products.)

## Translating Strategic Direction into Operation Plans

### 5 Joint Operations

### Joint Operations



### 4 Operation Planning

How does the CCDR translate planning guidance into plans?

Plans for and executes military operations in support of strategic goals

## Combatant Commander's Perspective

C200 Lessons

1 What's going on in the operational environment?

### Tools for understanding

#### DIME:

#### PMEISII:

#### ASCOPE:

What tools do I have to plan for operations?

C399 Lets pull it all together in a little thought exercise.

Service lessons/311/312

8 Which services and organizations can perform/support the operations?

#### Army

#### USMC

#### Air Force

#### Navy

#### SOF

#### Space / Cyber Sustainment

Systems / Complexity

C301

## Operational Art

C302/311/312/313

4 What are the joint function capabilities and considerations?

- Command and control
- Movement and maneuver
- Intelligence
- Sustainment
- Protection
- Fires
- Information

C303

5 Which of the range of military operations (ROMO) might be appropriate to the situation?

### Military engagement, security cooperation, and deterrence

- Military engagement
- Emergency preparedness
- Arms control, non-prof. disarm.
- Counter terrorism
- Support to counterdrug
- Sanctions enforcement
- Exclusion zone enforcement
- Freedom of navigation
- Foreign assistance
- Security force assistance
- Foreign internal defense
- Humanitarian assistance
- Show of force
- Support to insurgency
- COIN
- Protection of shipping

### Crisis response & limited contingency operations

- Foreign humanitarian assist.
- Homeland defense & DSCA
- NEO
- Peace operations
- Strikes & Raids

### Large scale combat operations

- Deployment & force build-up
- Defense / Offense / Stability
- Post war operations

- C300 -  
We have a situation... what do I have and what operations might be appropriate?

Time, Space, Purpose

C500 Lessons

JFC

JFLCC JFACC JFMCC JFSOCC

C305

7 Who might have interest in the situation, whom do I leverage?

### Unified Action

- Interagency partners (IA)
- Intergovernmental organizations (IGOs)
- Non-governmental organizations (NGOs)
- Businesses, companies
- People, tribes, religions...

### Organizational structure?

- Integrated Command
- Lead Nation Command
- Parallel Command

C304

6 What about multinational partners?

### Factors to consider:

- Cultural
- Psychological
- Religious
- Economic
- Technological
- Informational
- Political

### Remember:

- Respect
- Rapport
- Knowledge of Partners
- Patience
- Coordination

### National Caveats

Operational Art

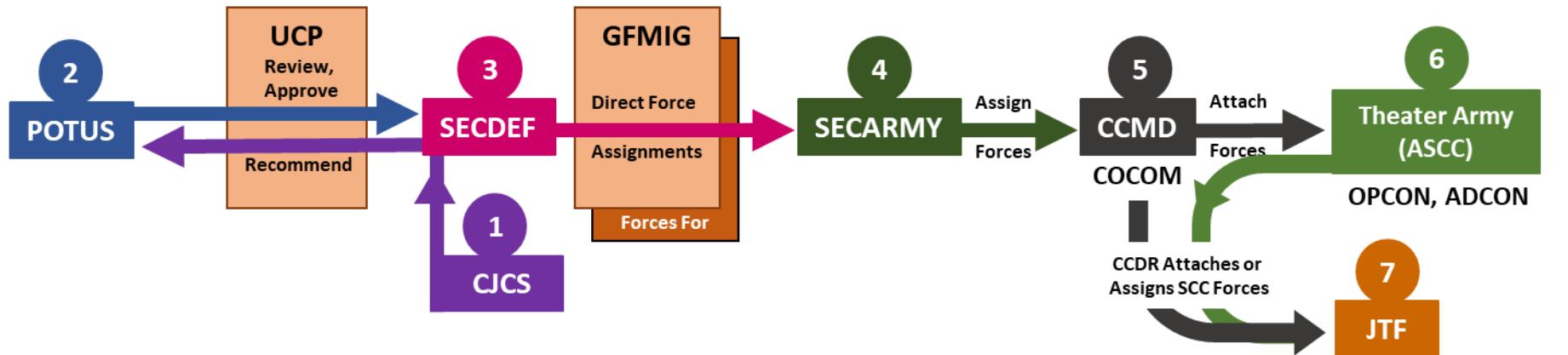
# Theater Army, ASCC, ARFOR

The three A's  
of Global Force  
Management

**Assignment:** The President, through the UCP documents his direction for assigning forces for Unified Commands (Title 10 U.S.C., Sections 161, 162, and 167)

**Allocation:** By the authority of the SecDef, forces assigned to a CCMD may be transferred or allocated to another CCMD for employment...under procedures prescribed by the SecDef and approved by the President (Title 10 U.S.C., Section 162)

**Apportionment:** The CJCS is responsible for preparing strategic plans including projected resource levels...the CJCS apportions forces to CCMDs based on the SecDef's contingency planning guidance (Title 10 U.S.C., Section 153)



1 Via the UCP, the CJCS, through the SECDEF, recommends to the POTUS the missions and responsibilities (including geographic boundaries) of the CCMDs.

2 The POTUS reviews the UCP, approves it, and directs the SECDEF, via the "Forces for Unified Commands Memorandum" of the GFMIG, to assign forces to support the UCP.

3 Via the GFMIG, the SECDEF, with advice of the CJCS, directs the Services to assign forces to CCMDs. The purpose of the GFMIG is to integrate and align force assignment, allocation, and apportionment information and guidance into a single Global Force Management (GFM) document.

4 The Services assign forces to the CCMD, and establish SCC headquarters to exercise Service Title 10 responsibilities.

5 The CCDRs receive the forces and exercise COCOM authority over all assigned forces.

6 CCDR attaches Service forces to SCCs, who exercise OPCON and ADCON of those forces.

7 CCDR establishes JTFs and attaches SCC forces. JFC exercises OPCON of forces. [same for Sub-unified commands]

8 All JTFs that include Army forces have an ARFOR. The ARFOR consists of the Army CDR, the CDR's associated headquarters, and all Army forces attached to the JTF. Exercises OPCON and ADCON of Army forces.

Military Department forces required to execute Service institutional activities specified in Title 10, USC, are considered "unassigned" [TRADOC]. The Military Departments are also tasked with providing trained and equipped forces to the CCDRs via the allocation process. These forces are designated as "Service retained" [FORSOM]. JP 5-0, App. E. para 1.d.

ARFOR	Army Forces
ASCC	Army Service Component Command
CCDR	Combatant Commander
CCMD	Combatant Command
CDR	Commander
CJSC	Chairman, Joint Chiefs of Staff
Forces For	Forces for Unified Commands Memorandum
FORSOM	Forces Command
GFMIG	Global Force Management Implementation Guidance
JFC	Joint Force Commander
JTF	Joint Task Force
POTUS	President of the United States
SCC	Service Component Command
SECARMY	Secretary of the Army
SECDEF	Secretary of Defense
TRADOC	Training and Doctrine Command
UCP	Unified Command Plan

1	<p><b>10 U.S.C 153 (b):</b></p> <p>(1) The Chairman periodically (and not less often than every two years) shall—            (A) review the missions, responsibilities (including geographic boundaries), and force structure of each combatant command; and            (B) recommend to the President, through the Secretary of Defense, any changes to such missions, responsibilities, and force structures as may be necessary.</p>
2	<p><b>10 U.S.C. 161 (a) / [for (2) delegates to SECDEF by 3 U.S.C. 301]:</b></p> <p>With the advice and assistance of the Chairman of the Joint Chiefs of Staff, the President, through the Secretary of Defense, shall—            (1) establish unified combatant commands and specified combatant commands to perform military missions; and            (2) prescribe the force structure of those commands.</p>
3	Forces assigned to CCDRs are identified in the Global Force Management Implementation Guidance (GFMIG) signed by SecDef. <b>JP 1-0, pg. xx / JP 5-0, pg. II-8</b>
4	(1) As directed by the Secretary of Defense, the Secretaries of the military departments shall assign specified forces under their jurisdiction to unified and specified combatant commands... <b>10 U.S.C. 162 (a)</b>
5	<ul style="list-style-type: none"> <li>• (4) Except as otherwise directed by the Secretary of Defense, all forces assigned to a unified combatant command shall be under the command of the commander of that command. The preceding sentence applies to forces assigned to a specified combatant command only as prescribed by the Secretary of Defense. <b>10 U.S.C. 162 (a)(4)</b></li> <li>• Army forces under COCOM are attached to the theater army. <b>FM 3-94, pg. 2-1, para. 2-2</b></li> </ul>
6	<ul style="list-style-type: none"> <li>• ...the Secretary of a military department is responsible for the administration and support of forces assigned by him to a combatant command. <b>10 U.S.C. 165 (b)</b></li> <li>• The Army's designation for an ASCC assigned to a geographic combatant command (CCMD) is the theater Army. <b>AR 10-87, 1-1.b.</b></li> <li>• Normally, ASCCs exercise ADCON responsibilities for Army forces assigned to the CCDR within their area of responsibility (AOR). <b>AR 10-87, 1-1.f.(4)(e)</b></li> <li>• The CCDR normally delegates operational control (OPCON) of Army forces to the ASCC. <b>AR 10-87, 1-1.f.(4)(f)</b></li> <li>• Army forces under COCOM are attached to the theater army. Under COCOM, the theater army exercises OPCON of Army forces until the combatant commander attaches Army forces to a subordinate JFC, typically a JTF commander. <b>FM 3-94, pg. 2-1, para 2-2</b></li> </ul>
7	<ul style="list-style-type: none"> <li>• Under COCOM, the theater army exercises OPCON of Army forces until the combatant commander attaches Army forces to a subordinate JFC, typically a JTF commander. <b>FM 3-94, pg. 2-1, para 2-2</b></li> <li>• A JFC has the authority to organize assigned or attached forces with specification of OPCON to best accomplish the assigned mission based on his intent, the CONOPS, and consideration of Service organizations. <b>JP 1-0, pg. IV-2, para. 1.c.</b></li> <li>• b. The authority establishing a JTF designates the commander, assigns the mission, designates forces, and delegates command authorities. <b>JP 1-0, pg. IV-11, para. 5.b.</b></li> <li>• c. Based on the decision of the establishing JFC, the commander of a JTF exercises OPCON over assigned (and normally over attached) forces, or may exercise TACON over attached forces. <b>JP 1-0, pg. IV-11, para. 5.c.</b></li> </ul>
8	<ul style="list-style-type: none"> <li>• All JTFs that include Army forces have an ARFOR. The ARFOR consists of the Army commander, the commander's associated headquarters, and all Army forces attached to the JTF. <b>FM 3-94, pg. 1-19, para. 1-58</b></li> <li>• Army doctrine distinguishes between the Army component of a CCMD and that of a joint force formed by the CCDR. The Army component of the CCMD is an ASCC, and the Army component of the subordinate joint force is an ARFOR. <b>FM 3-94, pg. 1-19, para. 1-57</b></li> <li>• It [OPCON] should be delegated to and exercised by the commanders of subordinate organizations; normally, this authority is exercised through subordinate JFCs, Service, and/or functional component commanders. <b>JP 1-0, pg. V-6, para. 3.a.</b></li> <li>• As the Service component, the ARFOR has ADCON over the all the Army units attached to the JTF. <b>FM 3-94, pg. 1-26, para. 1-88</b></li> </ul>

**Note.** Attachment has different purposes in joint and Army doctrine. The combatant commander attaches forces to a JTF in order to transfer OPCON. The Army attaches forces to transfer both OPCON and ADCON. Therefore, when the combatant commander attaches an Army unit to a JTF, it is automatically attached to the ARFOR unless the JFC specifies otherwise. The ARFOR then exercises OPCON and ADCON over the Army unit. **FM 3-94, pg. 1-19**

## **Transfer of Forces and Command Relationships Overview –**

- Forces, not command relationships, are transferred between commands. When forces are transferred, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over those forces must be specified.
- When transfer of forces to a joint force will be permanent (or for an unknown but long period of time) the forces should be reassigned. Combatant commanders will exercise combatant command (command authority), and subordinate joint force commanders (JFCs), will exercise operational control (OPCON) over reassigned forces.
- When transfer of forces to a joint force will be temporary, the forces will be attached to the gaining command, and JFCs, normally through the Service component commander, will exercise OPCON over the attached forces.
- Establishing authorities for subordinate unified commands and joint task forces direct the assignment or attachment of their forces to those subordinate commands as appropriate. **JP 1-0, pg. V-11**

In accordance with the GFMIG and the UCP, except as otherwise directed by the President or SecDef, all forces operating within the geographic area assigned to a specific GCC shall be assigned or attached to, and under the command of, that GCC. (This does not apply to USNORTHCOM.) **Transient forces do not come under the chain of command of the GCC** solely by their movement across operational area boundaries, except when the GCC is exercising TACON for the purpose of force protection. Unless otherwise specified by SecDef, and with the exception of the USNORTHCOM AOR, a GCC has TACON for exercise purposes whenever forces not assigned to that GCC undertake exercises in that GCC's AOR. **JP 1-0, pg.V-12**

**The GFMIG informs planners of the processes for distributing forces globally.** It provides SecDef direction to the Secretaries of the Military Departments for assigning forces to CCDRs in order to accomplish their assigned missions, specifies the allocation process that provides access to forces and capabilities when assigned mission requirements exceed the capacity and/or capability of the assigned and currently allocated forces, includes apportionment guidance to facilitate planning, and informs the joint force structure and capability assessment processes. The assignment tables in the GFMIG and Forces for Unified Commands Memorandum serve as the record of force assignments. SecDef's decision to allocate forces is ordered in the Global Force Management Allocation Plan (GFMAP). **JP 5-0, pg. II-8 [The purpose of the GFMIG is to integrate and align force assignment, allocation, and apportionment information and guidance into a single GFM document.]**

- Assignment.** Fulfils the Military Departments, Title 10, USC, Section 162, responsibility to assign specified forces to CCDRs or to the US Element, North American Aerospace Defense Command as directed by SecDef **to perform missions assigned to those commands.** CCDRs exercise combatant command (command authority) over forces assigned to them. Assignment of forces is conducted annually and documented in the GFMIG. This is published bi-annually on even years in the GFMIG and, in the years when the GFMIG is not updated, in a memorandum published separately. **JP 5-0, App. E / U.S.C. 10 Sec. 161, 162, 167.**
- Allocation.** Pursuant to Title 10, USC, Section 162, "(3) A force assigned to a CCMD or the United States element of the North American Aerospace Defense Command under this section may be transferred from the command to which it is assigned only (A) by authority of SecDef; and (B) under procedures prescribed by the Secretary and approved by the President." Under this authority, SecDef allocates forces between CCDRs. The allocation process adjusts the distribution of forces among the CCDRs to meet force requirements in **support of current operations and campaign plans to mitigate near-term military and strategic risk.** SecDef decisions to allocate forces are published in the CJCS annual DEPORD called the GFMAP and its associated annexes. When transferring forces, SecDef will specify the command relationship the gaining CDR will exercise and the losing CDR will relinquish. CCDRs request joint individual augmentees, when required, to man a JTF headquarters. These JIA requirements are allocated by SecDef and ordered in the GFMAP. Further discussion of the GFM allocation process can be found in the GFMIG and CJCSM 3130.06, (U) Global Force Management Allocation Policies and Procedures. **JP 5-0, App. E / U.S.C. 10 Sec 162.**
- Apportionment.** Apportioned forces provide an estimate of the Military Departments' **capacity to generate capabilities that can reasonably be expected to be made available along general timelines.** This estimate informs and shapes CDR resource informed planning, but **does not identify the actual forces that may be allocated for use if a plan transitions to execution.** This informs senior leadership's assessment of plans based on force inventory, force generation capacity, and availability. Apportionment is necessarily dependent on the number of operational forces, the readiness and availability of the forces, and the number of forces employed globally. The JPG, NDS\* and GFMIG provide strategic guidance with respect to the apportionment process. CJCSI 3110.01, (U) 2015 Joint Strategic [Campaign] Plan (JSCP), contains guidance for implementing apportioned forces in the planning process. **JP 5-0, App. E / U.S.C. 10 Sec 153. \*The GEF no longer exists, the former content is split over several documents, the CPG and the NDS being the major ones.**

### **SSC Service Component Command**

What is a Service component command?	A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force. (DOD Dictionary / JP 1-0, pg. IV-15)
What does a SCC do?	Responsible for recommendations to the joint force commander on the allocation and employment of Service forces within a CCMD. (JP 3-31 / FM 3-94, pg. 1-18)
Who is designated a Service component commander?	The senior officer of the Service assigned to a CDR and qualified for command by the regulations of the parent Service...unless another officer is so designated by competent authority. (JP 1-0, pg. IV-15)
In the CCMD, who cannot be designated a Service component commander?	The commander of a CCMD and members of the command's joint staff. (JP 1-0, pg. IV-15)
Does the CDR have a say on who is a Service component commander?	Yes. The assignment is subject to the concurrence of the CDR. (JP 1-0, pg. IV-15)
Who assigns forces to the SCC?	Forces assigned to CCDRs are identified in the GFMIG signed by SecDef. (JP 1-0, pg. IV-15)
Can a SCC support more than one CDR?	Service components can only be assigned under COCOM to one CDR. (JP 1-0, pg. IV-15)

	<b>ASCC</b> <b>Army Service Component Command</b>	<b>Theater Army</b>	<b>ARFOR</b>	<b>LCC</b> <b>Land Component Command</b>
<b>What is it?</b>	<p>The Army Service component commander and the Army Service forces that have been assigned to that CCDR. (JP 1-0, pg. IV-15)</p> <p>The senior Army command assigned to a combatant command. (FM 3-94, pg. 1-18)</p> <p>In the CCMD it is the theater army. (AR 10-87)</p> <p><b>ASCC vs Theater Army:</b> The primary role of the theater army is that of the ASCC to that GCC. (FM 3-94, pg. 2-1)</p> <p>The Army's designation for an ASCC assigned to a geographic combatant command (CCMD) is the theater Army. (AR 10-87, pg. 1 / Title 10 / DODD 5100.01)</p> <p>Example from AR 10-87: USAREUR [a named army] is the operational-level Army force designated by the SECARMY as the ASCC assigned to USEUCOM and perpetuates the lineage and honors of Seventh Army [field army or numbered army].</p> <p><b>CCMD vs ASCC:</b> The CCDR exercises COCOM over all Army forces assigned or attached to the command. (FM 3-94, pg. 2-1 / AR 10-87, pg. 2)</p> <p><b>Note:</b> There can be an ASCC for subordinate unified commands when established by Department of the Army. (FM 3-94, pg. 1-18)</p>	<p>It is the headquarters that commands all Army forces in the GCC AOR until the CCDR attaches selected Army forces to a JFC. (FM 3-94, pg. 2-1)</p> <p><b>Theater Army vs Field Army:</b> Very large-scale combat operations may require the U.S. Army to conduct land operations with multiple corps-sized formations. This could require a theater army headquarters to expand and transform into an operational land headquarters (field army equivalent) exercising command over multiple Army corps and a Marine expeditionary force. This is the original purpose of numbered armies and the role performed by Third U.S. Army in both Operation Desert Storm and Operation Iraqi Freedom I.</p> <p>The theater army exercises ADCON over the field army and its subordinate Army forces, and it provides the field army and its JFC with all Army Service functions. (FM 3-94, pg. 2-13 thru 2-14)</p> <p>See FM 3-94, page 2-15 reference <b>Eighth U.S. Army</b></p>	<p>The Army component and senior Army headquarters of all Army forces assigned or attached to a CCMD, subordinate joint force command, joint functional command, or multinational command. (FM 3-94, pg. 1-19)</p> <p>[Also referred to generically as the Service component command in joint doctrine. (JP 3-31)]</p>	<p>It is a Functional component command.</p> <p>Functional component command: A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. (DOD Dictionary)</p> <p>Functional component commands are appropriate when forces from two or more Military Departments must operate within the same mission area or physical domain or there is a need to accomplish a distinct aspect of the assigned mission. Joint force land, air, maritime, and SO component commanders are examples of functional components. (JP1, pg. IV-4)</p> <p>Designated by the Joint Force Commander (JFC). (JP 3-31, pg. II-1)</p> <p><b>Others options for the JFC to employ land forces:</b></p> <ol style="list-style-type: none"> <li>Subordinate unified command for land operations (available only to a CCDR).</li> <li>Subordinate JTF(s).</li> <li>Service components.</li> <li>Functional land component with JFLCC. (JP 3-31, pg. I-5)</li> </ol> <p><b>Also see Forces below.</b></p>
<b>What does it do?</b>	<p>It is the operational-level Army force, designated by the SECARMY, comprised primarily of operational organizations and serving as the ASCC and JFLCC/JTF capable headquarters to support the CCDR requirements for command and control of Joint and/or coalition forces. With additional Joint augmentation provided by an approved Joint manning document (JMD), provide a fully functional operational-level headquarters capable of effectively commanding and controlling Joint and/or coalition forces engaged in sustained military operations. (AR 10-87, pg. 6)</p>	<p>The primary role of the theater army is that of the ASCC to that GCC. (FM 3-94, pg. 2-1)</p>	<p>The ARFOR provides administrative and logistics support to all Army forces and retains OPCON over Army units not subordinate to another component of the JTF. (FM 3-94, pg. 1-19)</p>	<p>The overall responsibilities and roles are to plan, coordinate, and employ forces made available for tasking in support of the JFC's CONOPS.</p> <p>See JP 3-31, pg. II-1 thru II-3 for detailed listing of responsibilities.</p>
<b>Forces?</b>	<p>The ASCC commander and all those Army forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces assigned to a CCMD or further assigned to a subordinate unified command. (FM 3-94, pg. 1-18)</p>	<p>Forces assigned to CCDRs are identified in the GFMIG signed by SecDef.</p> <p>The CCDR exercises COCOM over all Army forces assigned or attached to the command.</p> <p>Army forces under COCOM are attached to the theater army. (FM 3-94, pg. 2-1 / JP 1-0, pg. IV-15)</p>	<p>The ARFOR consists of the Army commander, the commander's associated headquarters, and all Army forces attached to the JTF. (FM 3-94, pg. 1-19)</p>	<p>Normally, the Service component commander with the preponderance of forces to be tasked and the ability to C2 those forces will be designated as the functional component commander; however, the JFC will always consider the mission, nature, and duration of the operation, force capabilities, and the C2 capabilities in selecting a commander. (JP 3-31, pg. II-5)</p>
<b>ADCON of Army forces?</b>	<p>Yes. (FM 3-94, pg. 1-18)</p> <p>Normally, ASCCs exercise ADCON responsibilities for Army forces assigned to the CCDR within their AOR. In some cases, an ACOM or DRU may share ADCON responsibilities with the ASCC for assigned organizations deployed to an AOR in order to more efficiently and effectively support globally deployed Army forces. (AR 10-87, pg. 2)</p>	<p>Yes, as the ASCC. (FM 3-94, pg. 1-18, 2-1 / AR 10-87, pg. 1-2)</p> <p><b>Note:</b> As the ASCC, the theater army delegates ADCON as required to Army forces attached by the combatant commander to a joint (or joint and multinational) task force. (FM 3-94, pg. 1-18)</p>	<p>ADCON normally retained by the ARFOR include internal administration and discipline, training within the JOA, and Service-specific reporting. (FM 3-94, pg. 1-19, 1-21)</p> <p><b>However:</b> The theater army commander [ASCC] will specify the ADCON responsibilities of the ARFOR, with the theater army [ASCC] normally retaining control of RSOI, logistics support of the deployed force, personnel support, and medical support. (FM 3-94, pg. 1-20)</p>	<p>Yes, if it is the ARFOR. (Inferred from FM 3-94, pg. 1-19)</p>

	<b>ASCC Army Service Component Command</b>	<b>Theater Army</b>	<b>ARFOR</b>	<b>LCC Land Component Command</b>
<b>OPCON of Army forces?</b>	Yes. CCDRs exercise combatant command authority [COCOM] over operational Army forces assigned to the CCDR. The CCDR normally delegates operational control (OPCON) of Army forces to the ASCC.  (AR 10-87, pg. 2)	Yes. Under COCOM, the theater army exercises OPCON of Army forces until the CCDR attaches Army forces to a subordinate JFC, typically a JTF commander. (FM 3-94, pg. 2-1)  <b>Note:</b> The Secretary of Defense assigns (or attaches) an Army division headquarters and subordinate BCTs to USPACOM. Because the DOD assigns them to the GCC, the division and its subordinate brigades attach automatically to the USARPAC, the theater army [and ASCC]. USARPAC exercises <b>OPCON</b> and <b>ADCON</b> over the division and brigades. If the combatant commander creates a JTF and subordinates the division and BCTs to the JTF, then OPCON of the division transfers from USARPAC to the JTF commander. However, ADCON and support requirements remain the responsibility of the theater army [ASCC]. (FM 3-94, pg. 2-1)	Yes. The ARFOR commander retains OPCON over Army forces attached to the joint force until the JFC places selected Army units under the command of another component in the JTF. (FM 3-94, pg. 1-19)	[Yes, but...] The JFC defines the authority and responsibilities of the functional component commanders based upon the CONOPS, and may alter this authority during the course of an operation. (JP 3-31, pg. II-1)
<b>Can it be a JTF?</b>	Yes. When directed by [the CCDR] and resourced by HQDA [the theater army/ASCC] may serve as theater-Joint force land component commander (JFLCC), Joint task force (JTF), or JFLCC to a JTF in a Joint operational area (JOA). (AR 10-87, pg. 6)  It has limited capabilities to be a JTF headquarters for a limited contingency operation. Example: ARCENT has transitioned to a CJTF four times since 1991. CJTF-KU (1998), CJTF-OIR (2014) (FM 3-94, pg. 2-1)	Yes. (AR 10-87) When directed by the CCDR. It has limited capabilities to be a JTF headquarters for a limited contingency operation. (FM 3-94, pg. 2-1)	N/A	N/A
<b>Can it be an LCC?</b>	Yes. (AR 10-87, pg. 6) When directed by the CCDR. (FM 3-94, pg. 2-1)  It has limited capabilities to be a JFLCC for a limited contingency operation.  Example: In June 2014, the situation in Iraq reached a level of crisis and the United States Central Command (USCENTCOM) was directed to commence military operations against Daesh (also known as the Islamic State of Iraq and the Levant or ISIL). The USCENTCOM commander designated the Army component, the United States Army Central Command (ARCENT), as a joint force land component command (JFLCC) for operations in Iraq. (CALL – Initial Impressions Report No. 16-10, Mar 16, ARCENT Transition to Combined Joint Task Force – Operation Inherent Resolve)  In instances when the theater-level Service component commander is designated the JFLCC, the JFLCC normally delegates as many of the Service component related duties as practical to a subordinate ARFOR or Marine Corps forces (MARFOR) headquarters. (JP 3-31, pg. II-5)	Yes. (AR 10-87, pg. 6) When directed by the CCDR.  It has limited capabilities to be a joint force land component command for a limited contingency operation. (FM 3-94, pg. 2-1)	Theater Army: It has limited capabilities to be a joint force land component command for a limited contingency operation. (FM 3-94, pg. 2-1)  Corps: The corps is an ideal JFLCC for the JFC. It has the necessary staff and experience to control land operations across a joint operations area. (FM 3-94, pg. 4-2)  Division: The division headquarters may serve as a JFLCC headquarters with joint staff augmentation (primarily Marine Corps) in a limited contingency operation. (FM 3-94, pg. 6-1)	N/A
<b>Is it an ARFOR?</b>	Yes. (JP 1) As the senior Army headquarters of all Army forces assigned or attached to a CCMD it is the ARFOR. (JP 3-0)  The ASCC may itself function as an ARFOR unless the CCDR exercises command and control through subordinate JFCs. [This would be when the ASCC/theater army functions as a JFLCC/JTF headquarters.] (AR 10-87 / FM 3-94, pg. 1-21 / FM 3-94, pg. 2-1) However: Army doctrine distinguishes between the Army component of a CCMD and that of a joint force formed by the CCDR. The Army component of the CCMD is an ASCC, and the Army component of the subordinate joint force is an ARFOR. (FM 3-94, pg. 1-19)	[Yes, because...] The primary role of the theater army is that of the ASCC to that GCC.  The theater army is organized, manned, and equipped to be the ASCC for that GCC. (FM 3-94, pg. 2-1)	Note: All JTFs that include Army forces have an ARFOR. The ARFOR consists of the Army commander, the commander's associated headquarters, and all Army forces attached to the JTF. (FM 3-94, pg. 1-19) Also: The ARFOR coordinates ASOS. ASOS includes provision of common-user logistics and executive agent support to the JTF as required in the JTF establishing authority.  To make this coordination more manageable, the theater army [ASCC] normally retains command of logistics and medical support units that are not part of the brigades. (FM 3-94, pg. 1-20)	[It can be if it is...] The senior Army officer assigned to the JTF, not in a joint duty assignment, becomes the ARFOR commander. (FM 3-94, pg. 1-19)
<b>What doctrine does an LCC follow?</b>	When designated as a joint force land component, the corps follows joint doctrine. (See JP 3-31.) (FM 3-94, pg. 4-3, para. 4-10) Also: If designated as a multinational forces land component, the Army headquarters will follow joint doctrine contained in JP 3-31 and JP 3-16. (FM 3-94, pg. 2-14, para. 2-56) Once constituted as a JTF, the corps operates according to joint doctrine. (See also JP 3-33, JP 5-0, and supporting documents.) (FM 3-94, pg. 4-14, para. 4-15) When serving as a JTF headquarters, the division headquarters organizes and operates in accordance with joint doctrine. (JP 3-33 provides doctrine for the JTF, and JP 3-31 provides it for the joint force land component command.) (FM 3-94, pg. 6-1, para. 6-3)			

## Strategy, Planning, and Resourcing Process

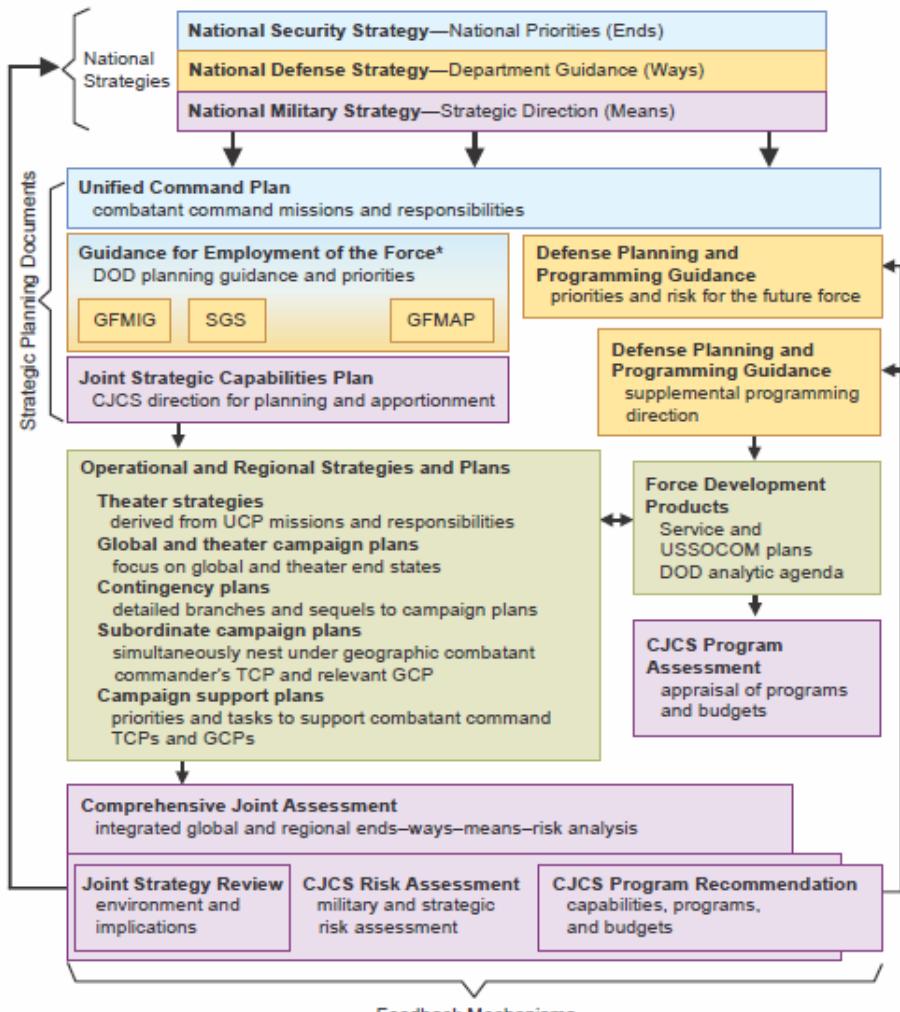
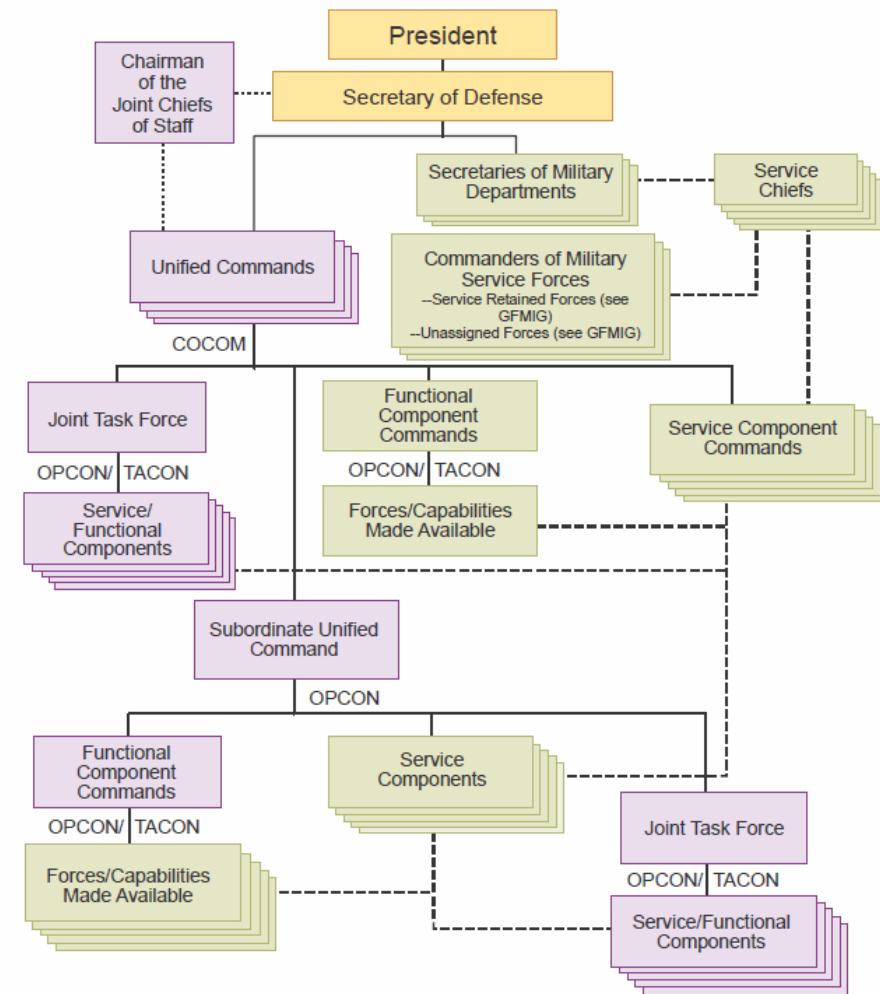


Figure II-1. Strategy, Planning, and Resourcing Process

## Chain of Command



## Legend

COCOM	combatant command (command authority)
GFMIG	Global Force Management Implementation Guidance
OPCON	operational control
TACON	tactical control

chain of command  
administrative control  
channel of communication

Figure II-3. Chain of Command

# Elements of National Power

## TOOLS OF NATIONAL SECURITY POLICY

DIPLOMATIC	INFORMATION	MILITARY	ECONOMIC	FINANCE	INTELLIGENCE	LAW ENFORCEMENT
Diplomatic Recognition	Public Diplomacy	War	Trade Policy	Fiscal Policy	Knowledge	Review Decisions of National/Multinational Legal Organizations
Representation	Public Policy Statements	Nuclear Warfare	Trade Promotion	International Monetary Fund / World Bank	Analyzed Information	
Negotiation	Public Affairs/ Press Releases	Conventional Warfare	Trade Sanctions	Debt Forgiveness	Activity	Treaty Compliance
Advocacy	Diplomatic Demarcates	Forcible Entry	Trade Alliances	Taxes in Support of Elements of Power	Collection of Information	UN Security Council Resolutions
Signaling	Print, Electronic and Film	Unconventional Warfare	Economic Development	Borrowing for Expenditures	Exchange of Intelligence Information with Other States/ Multinational Orgns	Customeary International Law
Intimidation	Information Operations	Coercion/ Compellence/ Deterrence	Embargoes	Subsidy in Support of National Policy	External Training	Extradition
Coalition Building	Psychological Ops	Show of Force/ Freedom of Navigation Operations	Foreign Aid	Freeze/Seize Monetary Assets	Covert/Paramilitary Activity	Stationing and Overflight Rights
Consensus Building	Military Deception	Deploy Carrier Battle Group	Technology Controls	Monetary Policy		International Law Enforcement
Restrict Diplomatic Activities	Computer Network Operations	Blockade	Regulation	Exchange Rates		
Recall Ambassador	Electronic Warfare	Upgrade Alert Status				
Break Diplomatic Relations	Public Affairs	Overseas Presence				
Embassy Draw Down/NEO/Total Evacuation	Operations Security	Military Operations Other Than War/ Peace Support Operations				
Coordination with International Organizations and NGOs		Arms Control				
		Peace Enforcement/ Peacekeeping				
		Non-Combatant Evacuation Ops (NEO)				
		Humanitarian Assistance				
		Sct'y Assistance/ Mil-Mil Contacts				
		Nation Building				
		Homeland Security				
		Military Assistance to Civil Authorities				

## UNDERSTANDING THE ENVIRONMENT

PMESII is a framework to analyze...

- Actors
- Relevant and Critical Relationships
- Relevant and Critical Aspects of the Environment

### BUT WHAT FEEDS PMESII?

HISTORY

MILITARY CAPABILITIES

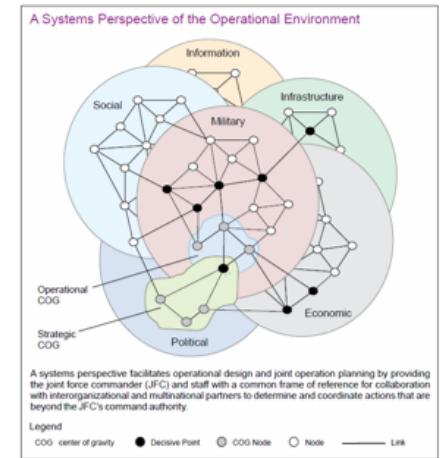
ECONOMICS

CULTURE

GEOGRAPHY

GLOBAL TRENDS

REGIONAL TRENDS



<b>Principles of Joint Operations</b> 1. Objective 2. Offensive 3. Mass 4. Maneuver 5. Economy of force 6. Unity of command 7. Security 8. Surprise 9. Simplicity <b>10. Restraint</b> <b>11. Perseverance</b> <b>12. Legitimacy</b>	<b>Groups of Military Activities</b> 1. Shape 2. Deter 3. Seize Initiative 4. Dominate 5. Stabilize 6. Enable Civil Authorities	<b>NATO</b> - a political-military alliance of 29 sovereign nations. -Based on right of self-defense (UN charter Article 51) -It safeguards freedom and security for its members / collective defense (NATO Article 5) -Promotes democratic values and encourages consultation (article 4) -Principle of enlargement (Article 10)- NATO nations don't go to war with each other, so the larger it grows the closer we get to world peace. <b>NATO's Political purposes:</b> diplomacy, dialogue/consensus, cooperation. <b>NATO's military purposes:</b> collective defense, crisis management operations, maintain Adequate military capabilities.
	<b>Five Domains</b> 1. Air 2. Land 3. Maritime 4. Space 5. Information (including cyberspace)	<b>Multinational Command Structures</b> 1. <b>Integrated Command Structure</b> - Cdr from one nation & staff from others. Multiple nations integrated at each level of staff. 2. <b>LN (Lead Nation) Command Structure</b> - all forces placed under control of one nation 3. <b>Parallel Command Structure</b> - no single force commander is designated. Heavy on coordination. Requires a "coordination center," but no nation can compel other nations to do anything.
<b>Joint Staff Organization Methods: B2C2WG</b> s		<b>Some Roles and Responsibilities of NATO:</b> "To safeguard its members' freedom and security by political and military means" <ul style="list-style-type: none"><li>• Collective Defense</li><li>• Crisis Management</li><li>• International Disaster Relief</li><li>• Cooperative Security</li><li>• Support According to International Law</li><li>• Countering Terrorism</li><li>• Provide 2% GDP to support equipment and funding</li><li>• Perform Force Generation</li></ul>
		<b>Roles and Responsibilities of THE UNITED NATIONS:</b> 1. To maintain international peace and security 2. To develop friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples 3. To cooperate in solving international economic, social, cultural, and humanitarian problems and in promoting respect for human rights and fundamental freedoms 4. To be a center for harmonizing the actions of nations in attaining these ends 5. <b>The UN's Security Council is the only internationally recognized entity that can legitimize military action throughout the world.</b>
<b>Range of Military Operations (ROMO)</b>		<b>Alliance</b> - a formal long-term agreement between two or more countries. Formalized in a treaty, broad-range. (NATO, UN, etc) <b>Coalition</b> - less formal, an arrangement between two or more nations. Can be ad-hoc, narrow-focus, etc. Can be for a specific operation (Desert Storm, Vietnam) <b>multinational operations</b> - military actions conducted by forces of two or more nations. E.g. ISAF, Normandy/D-Day

**Tenets of Multinational Operations**

1. respect
2. Rapport
3. knowledge of partners
4. Patience
5. mission focus
6. team-building
7. Trust
8. confidence

**C5 Thinking**

1. Command
2. Control
3. Cooperation
4. Coordination
5. Collaboration

# The United Nations System

## The United Nations System

### UN Principal Organs

General Assembly

Security Council

Economic and Social Council

Secretariat

International Court of Justice

Trusteeship Council<sup>6</sup>

### Notes:

<sup>1</sup> The United Nations, its Funds and Programmes, the Specialized Agencies, the UN Vienna, all members of the United Nations System, Chief Executives Board for Coordination (CEB)

<sup>2</sup> UNRWA and UNDR report only to the General Assembly (GA)

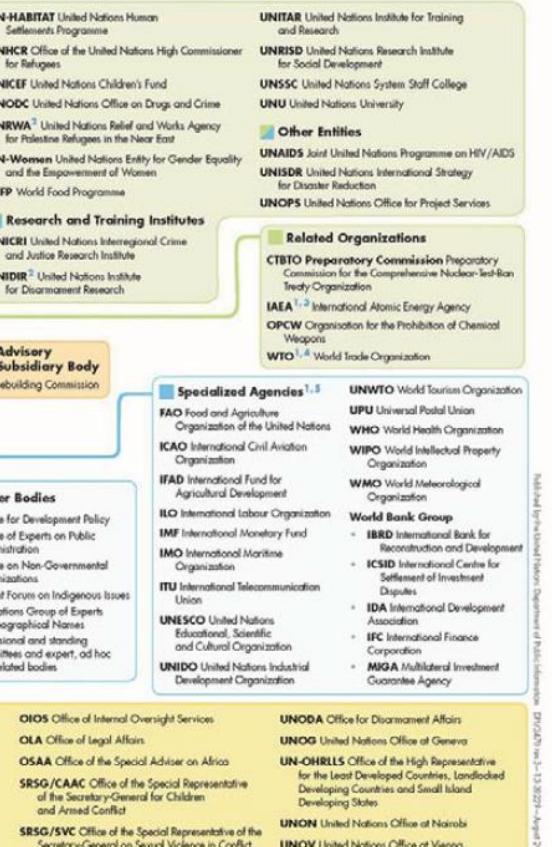
<sup>3</sup> IAEA reports to the Security Council and the GA.

<sup>4</sup> WTO has no reporting obligation to the GA, but confers on an ad hoc basis to GA and Economic and Social Council (ECOSOC) work on, inter alia, finance and development issues.

<sup>5</sup> Specialized Agencies are autonomous organizations whose work is coordinated through ECOSOC (intergovernmental level) and CEB (inter-secretarial level).

<sup>6</sup> The Trusteeship Council suspended operations on 7 November 1994, as on 1 October 1994, Palau, the last United Nations Trust Territory became independent.

This is not an official document of the United Nations, nor is it intended to be all-inclusive.



## Interorganizational Cooperation (Coordination) Best Practices

### Key Insights

- Personal relationships are key to coordination and unity of effort
- Focus on common goals and objectives
- “C5 Thinking” – Command, Control, Cooperation, Coordination, Collaboration
- Include external (non-military) stakeholders in planning & execution
- Be inclusive not exclusive
- Understand differing roles, authorities, missions, culture, and processes of non-military stakeholders
- Coordination and execution with external stakeholders is challenging and requires constant efforts
- A military led approach may be counterproductive to effective relationships and achieving unity of effort
- Develop strong personal relationships with key interagency and IGO (IO) leadership to promote unity of effort
- JTF Cdr should rapidly establish relationship with Amb/COM, USAID Msn Dir, and other USG agency reps in country of operations

Interorganizational Coordination Insights and Best Practices Focus Paper, C305 Reading A

## Interorganizational Cooperation (Coordination) Best Practices

### Key Insights cont

- Clarify JTF commander's authority with respect to CCMD for interaction with US ambassadors/chiefs of mission
- Negotiate to send LNOs to US embassy
- Don't overwhelm interagency partners/external stakeholders with coordination & planning requests/demands
- Send LNOs to key partners – key to unity of effort
- Incorporate LNOs from external stakeholders (agencies/organizations)
- Clarify LNO's role and authority
- Use LNO as personal representative or their agency as appropriate
- LNO is not an additional staff officer
- Support LNOs with communications and works space
- LNOs should be quality personnel – send stud/studette, not dud
- Sending organization needs to empower LNO
- Establish and resource coordination center to support effective coordination with external stakeholders and partners

Interorganizational Coordination Insights and Best Practices Focus Paper, C305 Reading A

## NATO

### Civil – Military Structure

#### Members' National Authorities

#### Delegations w/ Permanent Representatives to NATO (Ambassadors)

North Atlantic Council (NAC)

Nuclear Planning Group (NPG)

Military Representatives to NATO (typically Ministers of Defense/SEC DEF)

Military Committee

International Military Staff

Allied Command Operations

Allied Command Transformation

Note: Intended to show organizational structure not C2 or hierarchy.

Secretary General (handles day-to-day ops)

International Staff

NAC & NPG subordinate committees

Strategic Commands

Strategic Commands



Table 4-2. Theater army responsibilities

Theater army responsibilities include—			
Executing combatant commander's daily operational requirements by—	Setting the theater by—	Setting the joint operations area by—	Serving as the core of a JTF or land component command for immediate crisis response and limited contingency operations by—
<ul style="list-style-type: none"> <li>Maintaining ADCON of Army forces.</li> <li>Executing Army executive agent functions.</li> <li>Performing common-user logistics functions.</li> <li>Providing theater security cooperation.</li> <li>Assessing and developing infrastructure.</li> <li>Developing a concept plan and contingency or operation plan.</li> <li>Providing regional intelligence collection and analysis.</li> <li>Providing communications architecture.</li> <li>Providing land-based theater air and missile defense.</li> <li>Conducting detention operations.</li> <li>Conducting dislocated civilian operations.</li> <li>Producing target materials.</li> <li>Developing targets.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing favorable conditions through exercises and support.</li> <li>Supporting the formation of bilateral or multilateral diplomatic agreements.</li> <li>Establishing area of responsibility transit rights.</li> </ul>	<ul style="list-style-type: none"> <li>Providing chemical, biological, radiological, and nuclear support.</li> <li>Providing theater-specific training.</li> <li>Conducting force modernization.</li> <li>Conducting sustainment to include providing— <ul style="list-style-type: none"> <li>Theater opening.</li> <li>Port or terminal operations.</li> <li>Reception, staging, onward movement, and integration.</li> <li>Theater integration.</li> <li>Medical operations.</li> <li>Army support to other Services.</li> <li>Common-user logistics.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Conducting foreign humanitarian assistance.</li> <li>Conducting disaster relief.</li> <li>Providing immediate crisis response.</li> <li>Replicating corps or division headquarters for major exercises.</li> <li>Transitioning to follow on mission command headquarters.</li> </ul>

ADCON administrative control  
ASCC Army Service component command

JTF joint task force

Table 2-2. Command post by echelon and type of unit

Echelon or Type of Unit	Description	Command Posts
Theater army	A theater army headquarters is the Army Service component command assigned to a geographic combatant commander. It is organized, staffed, and equipped to perform three roles: <ul style="list-style-type: none"> <li>Theater army for a geographic combatant commander.</li> <li>Joint task force headquarters (with augmentation) in crisis response and limited contingency operations.</li> <li>Joint force land component headquarters (with augmentation) for crisis response and limited contingency operations.</li> </ul>	Main command post (CP) Contingency CP Mobile command group
Field army	A field army headquarters is the Army component assigned to a subordinate unified command. The field army headquarters is staffed and equipped to perform three roles: <ul style="list-style-type: none"> <li>Army component and ARFOR for a subordinate unified commander.</li> <li>Joint force land component headquarters (with augmentation) for large-scale combat operations.</li> <li>Joint task force headquarters (with augmentation) for crisis response and limited contingency operations.</li> </ul>	Main CP Operational CP Mobile command group
Corps	A corps headquarters is the Army's most versatile headquarters. The corps headquarters is staffed and equipped to— <ul style="list-style-type: none"> <li>Serve as the joint force land component commander (or multinational) headquarters (with augmentation) in crisis response and limited contingency operations.</li> <li>Serve as a joint task force headquarters in a crisis response or limited contingency operation.</li> <li>Serve as a tactical headquarters in large-scale combat operations.</li> </ul>	Main CP Tactical CP Support area CP Early entry CP Mobile command group
Division	A division headquarters operates as a tactical headquarters under operational control of an Army corps or Marine expeditionary force headquarters. The division headquarters is staffed and equipped to— <ul style="list-style-type: none"> <li>Serve as a tactical headquarters in large-scale combat operations.</li> <li>Serve as the joint force land component headquarters (or multinational) headquarters (with augmentation) in crisis response and limited contingency operations.</li> <li>Serve as a joint task force headquarters in a crisis response or limited contingency operation.</li> </ul>	Main CP Tactical CP Support area CP Early entry CP Mobile command group
Brigade combat team	The brigade combat team headquarters operates as a tactical headquarters normally under operational control of an Army division.	Main CP Tactical CP +Mobile command group
Multifunctional brigade	A multifunctional brigade headquarters coordinates support for brigade combat teams and other forces.	Main CP Tactical CP
Functional brigades and battalions	Functional brigade and battalion headquarters coordinate a single function or capability.	Main CP Tactical CP
Combined arms and Infantry battalion	Combined arms and Infantry battalion headquarters operate as tactical headquarters assigned or attached to a brigade combat team.	Main CP Tactical CP Combat trains CP Field trains CP

## CUL Suitability for Classes of Supply

## CUL Suitability for other Logistics Functions

Class of Supply	CUL Suitability	Service Type	CUL Suitability
I. Subsistence	Fully suited to CUL	Maintenance & salvage	Limited to common ground, electronics, communications, & salvage
II. Gen sp't. items	Limited CUL suitability	Transportation	Limited to common air, sea, port, land trans.; & jnt. mvt. ctrl.; JLOTS; & JRSOI
III. POL	Exclnt CUL candidate; minor limitations	Civil engineering	Fully suited for CUL
IV. Const. & br. mat.	Fully suited for CUL	Hazardous material & waste management	Fully suited for CUL
V. Ammunition	Limited to small arms & select larger	Health service support	Fully suited for CUL
VI. Prsnl. dem. items	Fully suited for CUL	Other services	Fully suited for CUL; mortuary affairs; reutilization & disposal; EOD; water purification; food service, laundry & shower; clothing & textile repair
VII. Major end items	Not suitable for CUL		
VIII. Med. mat. & rpr.	Fully suited for CUL		
IX. Rpr. parts (-med.)	Not suitable for CUL except common		
X. Mat. to sp't non-mil.	Fully suited for CUL		

## Examples of Military Operations and Activities

- Stability activities
- Defense support of civil authorities
- Foreign humanitarian assistance
- Recovery
- Noncombatant evacuation
- Peace operations
- Countering weapons of mass destruction
- Chemical, biological, radiological, and nuclear response
- Foreign internal defense
- Counterdrug operations
- Combating terrorism
- Counterinsurgency
- Homeland defense
- Mass atrocity response
- Security cooperation
- Military engagement

Figure V-1. Examples of Military Operations and Activities

C300

**Jt Force Operating Concept = UNIFIED ACTION:** synchronization, coordination, integration of activities to achieve **Unity of Effort** (*coordination/cooperation toward common obj*)

- Time (battle rhythm/key decision pts)
- Space (visualize/conceptualize)
- Purpose (phasing/links/end-states)

**Joint Functions (PaCIFISM); JP 3-0 (ADP 3-0 Warfighting Functions)** = related capes/activities; help JFC direct ops

- **Protection** = force & health security (*active/passive defense measures; apply tech/procedures, emerg mgmt/response*)
- **Command & Control (C2)** = exercise of authority/direction to manage/integrate means & address performance
- **Intelligence** = OE analysis; informs on adversary capes/COGs/vulnerabilities/COAs (*JIPOE; sharing architecture critical*)
- **Fires** = use of MWSs & actions to create lethal/nonlethal effects (*change to condition/behavior/degree of freedom*)
- **Information** = mgmt/application/integration of info to understand/leverage/shape/gen/preserve knowledge & influence
- **Sustainment** = logistics/personnel services to maintain/prolong operations (*7x Elements: Deployment and Distribution, Supply, Maintenance, Logistics Services, Operational Contract Support [OCS], Engineering, Health Services [HS]*)
- **Movement & Maneuver (M2)** = moving/deploying forces to operational depths for offensive/defensive purposes; assuring mobility to gain position of advantage (*4x Phases: planning, pre-deployment activities, movement, JRSOI*)

**Joint Activities (SASSWoD); JP 1**

- Support civil authorities
- Adapt to changing OE
- Security cooperation
- Secure the homeland
- Win Nation's wars
- Deter adversaries



#### Principles of Joint Ops (MOSS MOUSE-LRP); JP 1

**Mass** – overwhelming power in time/space  
**Objective** – clear/defined/decisive/attainable goal  
**Security** – protection, freedom to act; deny enemy  
**Surprise** – strike when enemy unprepared  
**Maneuver** – place enemy to disadvantage; flexible  
**Offensive** – seize, retain, exploit initiative  
**Unity of Command** – all forces, 1 responsible CC  
**Simplicity** – clear, uncomplicated, concise  
**Economy of Force** – effectiveness; judicious use

#### Traditional/IW

**Legitimacy** – legal/moral authority  
**Restraint** – prevent unnecessary use of force  
**Perseverance** – resolve/commitment to end-state

DoDD 5100.01+	USAF	USA	USN	USCG	USMC	SOF
<b>Operational Concept</b>	<ul style="list-style-type: none"> <li>• Global Vigilance</li> <li>• Global Reach</li> <li>• Global Power</li> </ul>	<b>Unified Land Operations</b> simultaneous tasks; seize, retain, exploit initiative; gain advantage	<b>Maritime Supremacy</b> prompt/sustained combat at sea	Multi-msn maritime stewardship, safety, security of waters	Combined arms to seize/defend for USN; fwd deployed crisis response	Understand, anticipate, influence, respond, adapt in any OE
<b>ROLES</b>	<i>Fly, Fight &amp; Win...</i> in Air, Space & Cyberspace	<b>Decisive Action Tasks</b> Off – Def – Stability – DSCA	Surface, Subsurface, Air, and Force/Shore type cmdts	Homeland Defense & Armed Service	Amphibious ops; air-logistics-gnd integration	Agile/unconventional environment shaper
<b>MISSIONS (Functions)</b>	<p><b>Core Missions</b></p> <ol style="list-style-type: none"> <li>1.) Air/Space Superiority</li> <li>2.) ISR</li> <li>3.) RGM</li> <li>4.) C2</li> <li>5.) Global Strike</li> </ol>	<p><b>Warfighting Functions</b></p> <ol style="list-style-type: none"> <li>1.) Msn Cmd → C2</li> <li>2.) Movement &amp; Maneuver</li> <li>3.) Intelligence</li> <li>4.) Fires</li> <li>5.) Sustainment</li> <li>6.) Protection</li> </ol>	<p><b>Core Elements</b></p> <ol style="list-style-type: none"> <li>1.) All-Domain Access</li> <li>2.) Deterrence</li> <li>3.) Sea Control</li> <li>4.) Power Projection</li> <li>5.) Maritime Security (<b>Cooperation Critical</b>)</li> </ol>	<p><b>Missions</b></p> <ol style="list-style-type: none"> <li>1.) Ice Operations</li> <li>2.) Living Resources</li> <li>3.) Enviro Protection</li> <li>4.) Safety</li> <li>5.) Nav Aids (<i>Continues Below</i>)</li> </ol>	<p><b>Competencies</b></p> <ol style="list-style-type: none"> <li>1.) Fwd engagement</li> <li>2.) Combined arms</li> <li>3.) Provide forces</li> <li>4.) jt Forceable Entry</li> <li>5.) Expeditionary ops</li> <li>6.) Multi-nat'l/Jt ops</li> </ol>	<p><b>Core Activities</b></p> <ol style="list-style-type: none"> <li>1.) Direct Action</li> <li>2.) Special Recon</li> <li>3.) CT; 4.) UW; 5.) COIN</li> <li>6.) UW; 7.) SFA; 8.) FHA</li> <li>9.) Foreign Internal Def</li> <li>10.) MI Spt Ops</li> </ol>
<b>CAPABILITIES</b>	<ul style="list-style-type: none"> <li>• Off/Def Counterair</li> <li>• Strategic Attack</li> <li>• Air Interdiction</li> <li>• Close Air Support</li> </ul>	<ul style="list-style-type: none"> <li>• Shape the OE</li> <li>• Prevent conflict</li> <li>• Consolidate gains</li> <li>• Prevail in LSCO/win wars</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-Sub, Anti-Air, Surface, Strike, Info &amp; Mine Warfare</li> <li>• Air &amp; Ballistic Defense</li> <li>• ISR</li> </ul>	<ul style="list-style-type: none"> <li>6.) Law Enforcement</li> <li>7.) Migrant Interdict</li> <li>8.) Drug Interdict</li> <li>9.) Port/Way/Coast Sec</li> </ul>	<ul style="list-style-type: none"> <li>• MAGTF (CC, Gnd, Av &amp; Log Elements)</li> <li>• MEF → MEF (Fwd) → MEB → MEU → SMGATF</li> </ul>	<ul style="list-style-type: none"> <li>11.) CAO</li> <li>12.) Counter WMD</li> <li>• Precision strike, access, tailorable</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>• No seize/retain terrain</li> <li>• Hi demand/lo volume</li> <li>• Expensive</li> </ul>	<ul style="list-style-type: none"> <li>• Require Jt support</li> <li>• Adapting to LSCO; Field Army Doctrine, not manned</li> </ul>	<ul style="list-style-type: none"> <li>• Only 11 carriers/limited ops</li> <li>• Internal av integration</li> <li>• Range/cost/supplies</li> </ul>	<ul style="list-style-type: none"> <li>10.) Defense Readiness (not under DoD)</li> <li>11.) SAR (recover only)</li> </ul>	<ul style="list-style-type: none"> <li>• Temp seizure (15-60 days)</li> <li>• High prsnl turn-over</li> <li>• Too few ships (converge)</li> </ul>	<ul style="list-style-type: none"> <li>• Spt/Int'l/Tng limited</li> <li>• Assets/Auths/Access</li> <li>• Title 10 &amp; UCP roles</li> </ul>



Figure I-3. Range of Military Operations

JP 1 (Mil Doctrine)  
JP 3-0 (Jt Ops) slightly different

# Maritime Zones

## US Navy Functions:

- General naval supremacy
- Control vital sea areas
- Establish and maintain local superiority
- Seize and defend bases
- Conduct land, air and space operations

## USMC

### • Functions

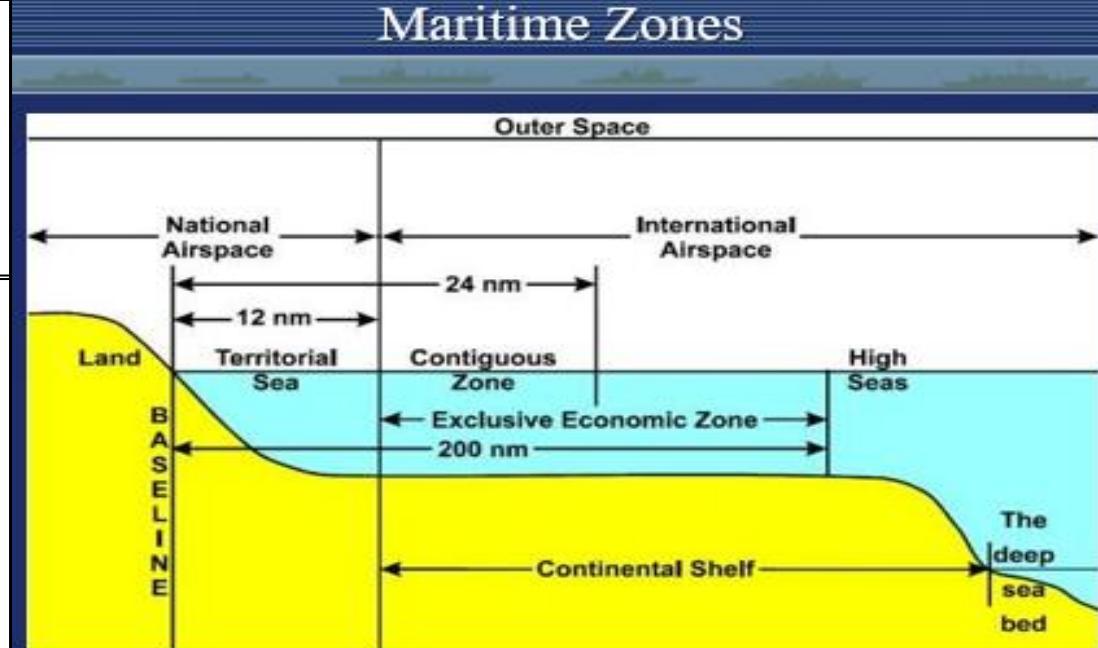
1. Can operate across all domains
2. Persistent forward naval engagement
3. Integrated combined arms
4. Provide Forces and specialized detachments
5. Conduct joint forcible entry operations from the sea
6. Conduct complex expeditionary operations
7. Lead joint/multinational operations

### • Capabilities

1. High state of readiness
2. Expeditionary nature
3. Scalable and task-organized
4. Amphibious
5. Any clime and place
6. Joint partner and enabler
7. –at the front door of crisis

### • Limitation

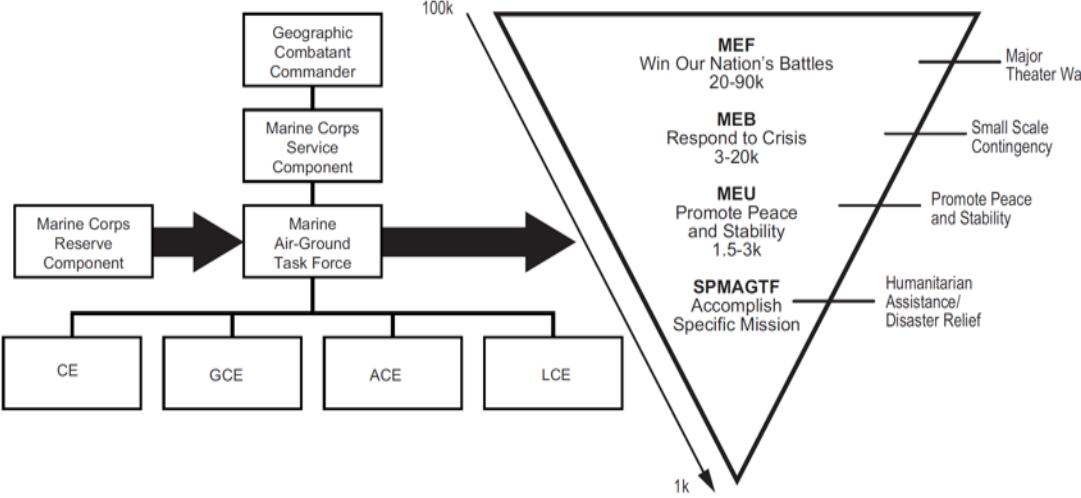
1. You cannot break up a USMC element that is attached to you. They stick together
2. Air Component Commander CANNOT take air assets from the USMC. Only any “excess” sorties go to the ACC.
3. Small number of tanks and artillery
4. Don’t have much logistical support. Can operate for 30 days (small units) and up to 90 days (large units) on their own



### Five Core Elements of Maritime Power

1. All Domain Access
2. Deterrence
3. Sea Control
4. Power Projection
5. Maritime Security

### Marine Air-Ground Task Force



5 layers of the Cyber domain

- 1) Users/decision makers (people)
- 2) Their devices and associated IP addresses
- 3) Data, databases, and websites
- 4) Network infrastructure
- 5) Physical locations

This includes the electromagnetic spectrum.

3 layers of Cyberspace

- 1- Physical layer network – people, equipment, anything that you can see and touch
- 2- logical network layer – ones and zeros. The actual information that is transmitted
- 3- cyber-persona layer – web presence, personal profiles, etc.

## Coast Guard Roles and Missions

### USCG Roles

- Maritime Safety
- Maritime Security
- Maritime Stewardship



### USCG Missions (11)

- Ice Operations
- Living Marine Resources
- Marine Environmental Protection
- Marine Safety
- Aids to Navigation
- Defense Readiness
- Maritime Law Enforcement
- Migrant Interdiction
- Ports, Waterways and Coastal Security
- Drug Interdiction
- Search and Rescue

"We protect those on the Sea, We protect America from threats delivered from the Sea, and We protect the Sea itself."

-ADM Papp, Former Commandant

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### Tenets of Air Power:

- Centralized Control and Decentralized Execution
- Flexibility and Versatility
- Synergistic Effects
- Persistence
- Concentration
- Priority
- Balance

### 2 types of cyber operations:

#### OCO- Offensive Cyber Operations

-Cyberspace attack, Information collection, LandWarNet Network Operations, Network Transportation, Information Services

#### DCO-Defensive Cyber Operations

-DODIN – DOD Information Network (passive actions like software updates, firewalls)

-DCO-IDM – Internal Defense Measures

-DCO-RA- Response Actions (attacking the attacker with the intent to protect the friendly network)

-DCO- Countermeasures (Entirely focused on defending the network)

### CYBER Operations Approval Authorities

OCOs- Only the PRESIDENT or the SECDEF

DCOs- Combatant Commanders, Joint force commanders

DODIN Operations- NEC (Network Enterprise Center).

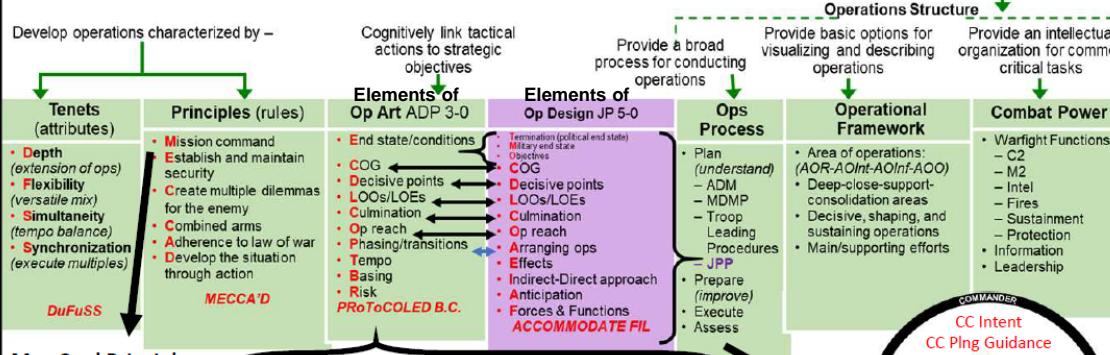
## What Leaders Need to Know about Cyberspace

1. The network is a weapons platform enabling kinetic and non-kinetic operations.
2. Soldiers are in the cyber fight today, conducting offensive and defensive operations.
3. The attacker has the advantage in cyberspace, and needs only a single vulnerability.
4. Cyberspace threats grow and change exponentially, threatening our networks, our data, and or weapons platforms. We just change our current manning and equipping strategies to meet current demands.
5. Cyberspace is just like other domains: it requires intel, planning, maneuver and leaders.
6. Cyberspace expertise resides in the private sector due to its immense investment in the field.
7. Partnerships are key. The Army delivered talent, infrastructure and capabilities to cyberspace. We are the premier joint force in the domain, but will not win the fight alone.

Source: ARCYBER Briefing on CEMA at the Maneuver Warfighter Conference, 10 Jan 2018

### Cyberspace Operations - Integrated Planning Element (CO-IPE)

CO-IPEs provide the JTF/combatant command/component commands with Joint Cyber Operations Planners. These planners are trained and organized by USCC, and integrated into the CCMD staff.



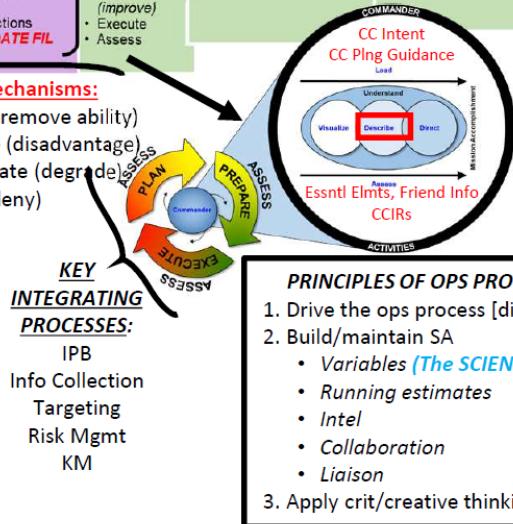
- Msn Cmd Principles**
- Shared understanding
  - Mutual Trust
  - Mission orders
  - Risk acceptance
  - Competence
  - Commander's intent
  - Disciplined Initiative
- SMMRCC'D**

- OPERATIONAL ART:**
- Cognitive approach; supported by skills, knowledge, experience, creativity, and judgement
  - Develops strategies, campaigns, and operations to organize and employ forces by integrating ENDS, WAYS, MEANS (+Risk)

**Planning** = art/science of understanding situation, envisioning desired future & determining effective ways (*solutions*) to bring that future about (*direct/coord/sync action; prioritize & anticipate thru branches/sequels*)

**ART of Tactics:** creative and flexible array of means to accomplish missions, decision making under conditions of uncertainty when faced with a thinking and adaptive enemy, and understanding of the effects of combat on Soldiers

**SCIENCE of Tactics:** understanding of those military aspects of tactics (capabilities, techniques, procedures) that can be measured/codified



### (The ART)

- Activity arrangement (time/space/purpose)
- Tac Msn/Tac Enabling Task assignment
- Available force task-org, resource allocation
- Control measure choice/arrangement
- Tempo
- Acceptable risk

**Operational Variables (PMESII-PT)** = Broad Considerations  
(system of systems analysis, describes relationships/nodes/links)

- Political (RAFT)** – distribution of responsibility/authority/power Relationships, Actors, Functions, Tensions
- Military** – armed forces capes in a given OE
- Economic** – behaviors of producing/distributing/consuming
- Social** – common identity/culture/territory/governance/structure
- Information** – aggregate (people/orgs/systems) collection, processing, disseminating, or acting on information
- Infrastructure** – facilities, services & installations to function
- Physical Environment** – geography/structures
- Time** – duration of events/operations may scope impacts

**Mission Variables (METT-TC)** = Specific Considerations  
(systems analysis; describes task-oriented concerns)

- Mission** – tasks (specified/implied), purpose & intent for an action
- Enemy** – dispositions, doctrine, habits/idiiosyncrasies, equipment, capabilities, vulnerabilities & probable COAs
- Terrain & Weather (OAKOC)** – natural conditions  
Observation of fields of fire; Avenues of approach; Key terrain; Obstacles and movement; Cover and concealment

- Troops Available** – number, type, capabilities & condition
- Time Available** – control/exploit-ability (drive tempo/moment)
- Civil Considerations (ASCOPE)** – influence of OE/attitudes  
Areas, Structures, Capabilities, Organizations, People, Events

**ADM** = apply crit/creative thought to understand, visualize, describe problems & approaches to solving  
**MDMP** = iterative planning to understand situation & mission, develop COA(s), produce OPLAN/OPORD

- Step 1 – Receipt of mission**  
**Step 2 – Mission analysis**  
**Step 3 – COA development**  
**Step 4 – COA analysis**  
**Step 5 – COA comparison**  
**Step 6 – COA approval**  
**Step 7 – Orders produce/disseminate/transition**

**TLP** = dynamic, small-unit process to analyze a mission, develop a plan, prepare for an operation

- Step 1 – Receive the mission**  
**Step 2 – Issue a warning order**  
**Step 3 – Make a tentative plan**  
**Step 4 – Initiate movement**  
**Step 5 – Conduct reconnaissance**  
**Step 6 – Complete the plan**  
**Step 7 – Issue the order**  
**Step 8 – Supervise and refine.**

- Army Problem Solving**
- Gather info
  - ID problem
  - Develop criteria
  - Gen solutions
  - Analyze solutions
  - Compare solutions
  - Make/implement decision

**Offensive Operations**

- Movement to contact
  - Search and attack
  - Cordon and search
- Attack
  - Ambush
  - Counterattack
  - Demonstration
  - Exploitation
  - Pursuit
    - Frontal
  - Combination
- Raid
- Spoiling Attack

**Defensive Operations**

- Area defense
- Mobile defense
- Retrograde operations
  - Delay
  - Withdraw
  - Retirement

**Stability Operations**

- Establish civil security
  - Establish civil control
  - Restore essential services
  - Support governance
  - Support economic and infrastructure development
  - Conduct security cooperation

**Defense support of civil authorities**

- Provide support for domestic disasters
- Provide support for domestic chemical, biological, radiological, and nuclear incidents
- Provide support for domestic civilian law enforcement
- Provide other designated support

**Enabling Operations****Reconnaissance**

- Area reconnaissance
- Reconnaissance in force
- Route reconnaissance
- Special reconnaissance
- Zone reconnaissance

**Passage of lines**

- Forward
- Rearward

**Troop movement**

- Administrative movement
- Approach march
- Tactical road march

**Relief in place**

- Sequential relief in place
- Simultaneous relief in place
- Staggered relief in place

**Security**

- Screen
- Guard
- Cover
- Area

**Tactical Mission Tasks**

Ambush

Canalize

Destroy

Fix

Neutralize

Seize

Attack by fire

Clear

Defeat

Follow and assume

Occupy

Support by fire

Block

Contain

Disengagement

Follow and support

Reduce

Suppress

Breach

Control

Disrupt

Interdict

Retain

Turn

Bypass

Counterreconnaissance

Exfiltrate

Isolate

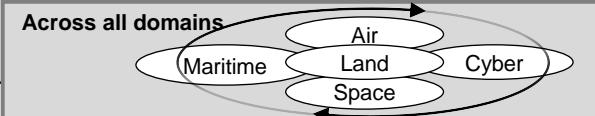
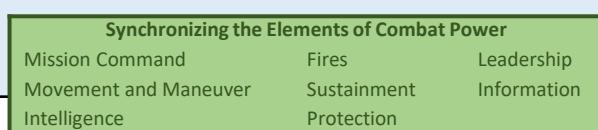
Secure

**Forms of Maneuver and Forms of Defense****Forms of maneuver**

- Envelope
- Frontal assault
- Infiltration
- Penetration
- Turning movement

**Forms of defense**

- Defense of a linear obstacle
- Perimeter Defense
- Reverse Slope Defense

**Maneuver to achieve and exploit positions of relative advantage**

Intelligence  
Reconnaissance tasks  
Surveillance tasks  
Security operations

Enable  
Understanding  
Targeting  
Messaging  
Movement  
Fires

To  
Dislocate, isolate, disrupt, destroy enemy forces  
Achieve objectives  
Accomplish missions

**Examples of relative advantage include:**

- The physical and geographical
- Warfighting function and information overmatch
- Relationships and influence
- Legitimacy, ideas, and popular perception
- Time
- Freedom of Action

# Corps Roles and Organization

The Army corps is the Army's most versatile headquarters. The corps is deployable and scalable to meet almost every requirement of the combatant commander for senior level headquarters.

The corps now functions as the principal integrator of landpower into campaigns and is the link between the operational and tactical levels of war.

The theater army headquarters tailors the corps headquarters to meet mission requirements. As a joint or multinational land component command, an Army corps headquarters commands multiple Army divisions, brigades, other formations, and multinational forces and organizations.

The Army corps is organized, manned, and equipped to serve in four roles:

- Provide the senior Army component headquarters (ARFOR) within a joint force for campaigns and major operations.
- Serve as the joint or multinational land component command headquarters in campaigns and major operations.
- Serve as a joint task force (JTF) headquarters for crisis response and limited contingency operations. The corps is the preferred Army echelon for use as a JTF headquarters.
- Serve as a tactical headquarters commanding two to five Army divisions together with supporting brigades and commands in large-scale combat operations. The corps normally has one expeditionary sustainment command (ESC) and one medical brigade (support) in direct support. Other theater-level assets are attached as required.

# Division Roles and Organization

The Army division operates as a tactical headquarters under OPCON of an Army corps or Marine expeditionary force headquarters. A division commands multiple Army brigades and is the Army primary tactical headquarters for decisive action. When required it may serve as a JTF or joint force land component headquarters in a limited contingency operation.

As required, the division may be the Army component (ARFOR) and the joint force land component within a JTF. When the division headquarters serves as a JTF headquarters or a joint force land component headquarters, it requires joint augmentation.

The division's primary role is as a tactical headquarters commanding brigades in decisive action, combining offensive, defensive, and either stability or DSCA tasks in an area of operations.

The Army division is organized, manned, and equipped to serve in four roles:

- Tactical headquarters commanding brigade combat teams (BCTs) in campaigns and major operations.
- Joint and multinational land component headquarters under a JTF in crisis response and limited contingency operations.
- Joint task force (JTF) headquarters (with augmentation) for limited contingency operations.
- ARFOR within a JTF in crisis response and limited contingency operations.

The division headquarters is organized, trained, and equipped to command between two and five BCTs in combat as well as support the BCTs with any mix of multifunctional support brigades. Because the BCTs and the division headquarters are modular, any division headquarters may command any mix of armored, infantry, and Stryker BCTs.

## Brigade-Sized Modular Organizations

### Brigade combat teams (BCTs):

✓ The BCTs are the Army's principle ground-maneuver units of the division. The BCTs have organic combined arms capabilities, including battalion-sized maneuver, field artillery, reconnaissance, and sustainment units. Medical units are also organic to the BCTs.

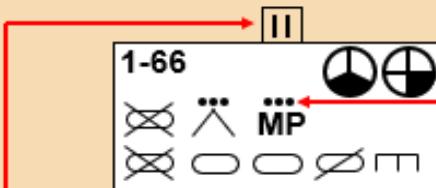
✓ Three standardized BCT designs exist: armored (ABCT), infantry (IBCT), and Stryker (SBCT).

### Multifunctional support brigades:

✓ Five types of modular support brigades complement the BCTs and provide multifunctional capabilities to deployed forces: battlefield surveillance brigade has been replaced with expeditionary Military Intelligence brigade, field artillery brigade, combat aviation brigade, maneuver enhancement brigade, and sustainment brigade.

### Functional brigades:

✓ Typically operate under theater army control and depend on theater-level elements for signal and other support. Some examples: engineer, military police, CBRN, air and missile defense, signal, explosive ordnance disposal, medical, and civil affairs.



If any unit is not one echelon lower than the designated unit on top, then the echelon indicator is used with the symbol inside the box.

# Echelon (Size) Symbols

xxxxxx	Theater
xxxxx	Army Group
xxxx	Army
xxx	Corps
xx	Division
x	Brigade
III	Regiment / Group
II	Battalion / Squadron
I	Company / Battery / Troop
●●●	Platoon or Detachment
●●	Section
●	Squad
○	Team / Crew

Not discussed  
in this lesson

## Some Examples:



Infantry Division



Aviation Brigade



Infantry Battalion Task Force



Combined Arms Battalion



Infantry Company Team



Artillery Battery



Cavalry Troop

## No Problems



Selected Status Pie Chart

## Some Problems



Personnel      Ammunition

## Major Problems



POL      Weapons

## Cannot Perform Mission



# Command Relationship Definitions

- **Organic:** Those forces assigned to and forming an essential part of a military organization. Organic parts of a unit are those listed in its table of organization.
- **Assigned:** Assigned units are placed in an organization where such placement is *relatively permanent* (*typically years*). Assignment is based on the needs of the Army and is formalized by orders rather than organizational documents. Unless specifically stated, this relationship includes administrative control (ADCON).
- **Attached:** Attached units are placed in an organization where such placement is *relatively temporary* (*perhaps months*). Attachment orders normally state whether the parent unit retains ADCON of the unit. If it does not, the order specifically states that the gaining unit has ADCON.
- **Operational Control (OPCON):** Units are placed OPCON to a gaining headquarters for a given mission, lasting perhaps a few days. OPCON lets the gaining commander task-organize and direct forces. The gaining unit is **not responsible** for logistics or matters of administration, discipline, internal organization, or unit training for the OPCON unit.
- **Tactical Control (TACON):** Similar to OPCON, however, TACON **does not allow the gaining commander to task-organize the unit**. Hence, TACON is the command relationship often used between Army, other Services, and multinational forces, but rarely between Army forces.

## Command Relationships Synopsis

### Combatant Command (Command Authority)

(Unique to Combatant Commander)

- Planning, programming, budgeting, and execution process input
- Assignment of subordinate commanders
- Relationships with Department of Defense agencies
- Directive authority for logistics

### Operational control when delegated

- Authoritative direction for all military operations and joint training
- Organize and employ commands and forces
- Assign command functions to subordinates
- Establish plans and requirements for intelligence, surveillance, and reconnaissance activities
- Suspend subordinate commanders from duty

### Tactical control when delegated

Local direction and control of movements or maneuvers to accomplish mission

### Support relationship when assigned

Aid, assist, protect, or sustain another organization

Figure V-1. Command Relationships Synopsis

# Support Relationship Definitions

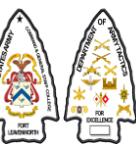
- **Direct Support (DS):** A support relationship requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. A unit assigned a DS relationship retains its command relationship with its parent unit, but is *positioned by and has priorities of support established by the supported unit*.
- **General Support (GS):** That support which is given to the supported force as a whole and not to any particular subdivision thereof. Units assigned a GS relationship are *positioned and have priorities established by their parent unit*.
- **Reinforcing (R):** A support relationship requiring a force to support another supporting unit. **Only like units (for example - artillery to artillery) can be given a reinforcing mission.** The reinforcing unit retains its command relationship with its parent unit, but is positioned by and has priorities of support established by the reinforced unit, then the parent unit.
- **General Support-Reinforcing (GSR):** The relationship assigned to a unit to **support the force as a whole and to reinforce another similar-type unit**. The GSR unit is positioned and has priorities established by its parent unit first, and secondly by the reinforced unit.

## Comparison of Roles Headquarters Above Brigade (2017)

ASCC/ Theater Army	Field Army	Corps	Division
Theater strategic level land echelon	JOA operational level land echelon	Highest tactical level echelon	Tactical land echelon
<ul style="list-style-type: none"><li>• Theater Army is the ASCC</li><li>• C2 for Theater Enabling Commands</li><li>• Regionally aligned with GCC</li><li>• Responsible for AOR-wide ASCC/ADCON&gt;Title X- <b>Always Theater-Wide responsibilities</b></li><li>• JTF or LCC for SSC</li><li>• ASCC is role, Theater Army is title. Same thing</li></ul> <p>(no change from previous doctrine)</p>	<ul style="list-style-type: none"><li>• LCC for LSCO</li><li>• C2 for corps</li><li>• Assigned to sub-unified/multinat'l command as ARFOR/LCC</li><li>• Responsible for JOA-wide ASCC/ADCON&gt;Title X responsibilities</li><li>• JTF or LCC for SSC</li><li>• CURRENTLY THERE ARE NONE (Eight Army isn't a true one) <b>The Army wants to bring these back. (LCC &amp; ARFOR in MCO before)</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Tactical HQ for LSCO;</b></li><li>• C2 for any Army Division, BCT, Support Brigade, other Service, or MN equivalents</li><li>• Deployable worldwide</li><li>• Limited Title X responsibilities</li><li>• Assigns missions and allocates resources to subordinate units</li><li>• JTF or LCC for SSC</li></ul>	<ul style="list-style-type: none"><li>• Primary role as a tactical HQs</li><li>• C2 for any BCT, Spt Bde, other Service, or MN eq.</li><li>• Deployable worldwide</li><li>• Assigns missions with required resources to subordinate brigades</li><li>• JTF or LCC for SSC</li></ul> <p>(no change from previous doctrine)</p>
			<p>*FM 3-0 Operations, 2017</p>



# IPB Quick Reference Guide



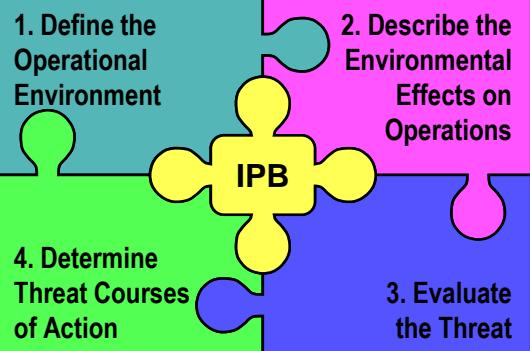
1. Identify the limits of the commander's area of operations.
2. Identify the limits of the commander's area of interest.
3. Identify significant characteristics of the AO and AoI for further analysis.

Enemy	Terrain (OAKOC)		Weather	Civil Considerations (ASCOPE)
	Natural Features	Man-made Features		
<ul style="list-style-type: none"> <li>• Identity</li> <li>• Location</li> <li>• Size</li> <li>• Disposition</li> </ul>	<ul style="list-style-type: none"> <li>• Rivers</li> <li>• Lakes</li> <li>• Swamps</li> <li>• Mountains</li> <li>• Ravines</li> <li>• Wadis</li> </ul>	<ul style="list-style-type: none"> <li>• Cities</li> <li>• Subways</li> <li>• Tunnels</li> <li>• Bunkers</li> <li>• Airfields</li> <li>• Bridges</li> </ul>	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Wind</li> <li>• Precipitation</li> <li>• Cloud cover</li> <li>• Temperature</li> <li>• Humidity</li> </ul>	<ul style="list-style-type: none"> <li>• Area</li> <li>• Structures</li> <li>• Capabilities</li> <li>• Organizations</li> <li>• People</li> <li>• Events</li> </ul>

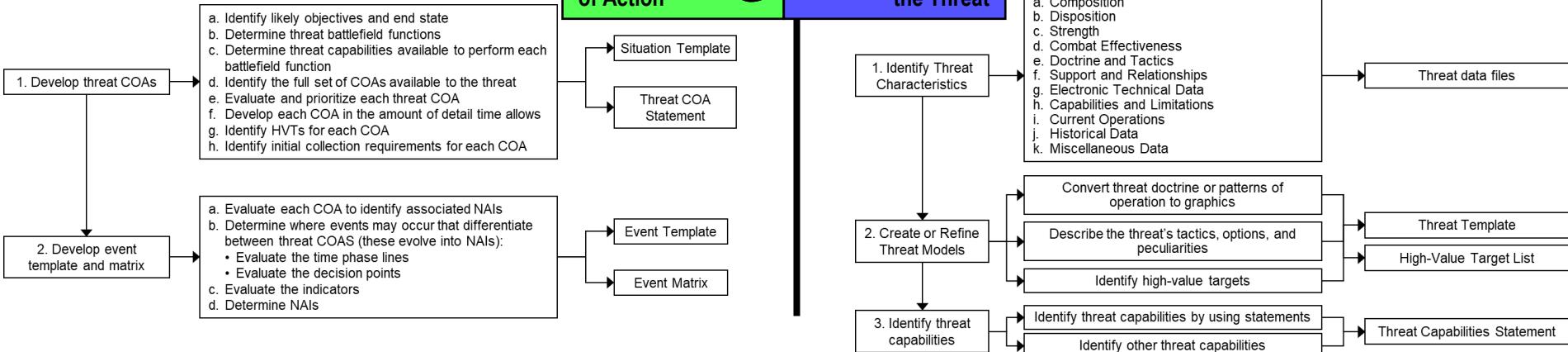
4. Evaluate current ops and intel holdings to determine additional info needed to complete IPB.
5. Initiate process necessary to acquire info necessary to complete IPB.

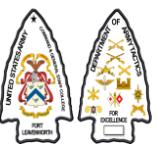
1. Describe how threat can affect friendly operations.
  - a. Regular
  - b. Irregular
  - c. Hybrid
2. Describe how terrain can affect friendly and threat operations.
  - a. Obstacles
  - b. Avenues of Approach
  - c. Key Terrain
  - d. Observation and Fields of Fire
  - e. Cover and Concealment
3. Describe how weather can affect friendly and threat operations.
  - a. Visibility
  - b. Wind
  - c. Precipitation
  - d. Cloud Cover
  - e. Temperature
  - f. Humidity
  - g. Atmospheric pressure
4. Describe how civil considerations can affect friendly and threat operations.
  - a. Areas
  - b. Structures
  - c. Capabilities
  - d. Organizations
  - e. People
  - f. Events

General intelligence knowledge  
Consider operational variables (PMESII-PT) to provide increased situational understanding during step 2 of IPB



## Intelligence Preparation of the Battlefield ATP 2-01.3, 01 March 2019





#### Area of Operations (Figure 3-2)

- Defined by the commander
- Comprises an external boundary
- Delineates the areas of operations areas of operations of adjacent units
- Includes subordinate unit areas of operations

Step 1

#### Modified Combined Obstacle Overlay (Figure 4-9)

- Portrays the military aspects of the operational environment:
  - Avenues of approach
  - Mobility corridors
  - Natural and man-made obstacles
- Terrain mobility classifications
- Key terrain

Step 2

#### Threat Overlay (Figure 4-2)

Portrays current physical locations of potential threats in the area of operations and area of interest

#### Threat Model (Figure 5-4)

- Convert threat doctrine or patterns of operations to graphics
- Describe the threat's preferred tactics, options, and peculiarities

- Identify high-value targets
- Identify enemy dispositions, compositions, and strengths

Step 3

#### Threat Template (Figure 5-6)

- Distance and/or time between threat forces conducting an operation or activity
- Graphic control measures

#### Operational Variables:

**PMESII-PT** analysis of the operational environment provides the relevant information that senior commanders require to frame operational problems.

Political

Military

Economic

Social

Information

Infrastructure

Physical Environment

Time

#### Situation Template (Figure 6-3)

- Developed based on the threat's preferred method of operations:
  - Doctrinal rates of march
  - Time phase lines
  - Graphic control measures
  - Named areas of interest
- Task, purpose, method, and end state
- Key enemy weapons systems range fans
- Avenues of approach

Step 4

#### Event Template (Figure 6-12)

- Guide for collection planning:
  - Time phase lines
  - Named area of interest
- Threat decision points
- Indicators of threat activity

#### Event Matrix (Figure 6-13)

Association of named areas of interest and threat decision points with indicators to determine which course of action the threat commander implements

#### Mission Variables:

**METT-TC** is a tool that enables US Army leaders to synthesize operational information and local knowledge relevant to their missions and tasks in a specified AO.

Mission

Enemy

Terrain and Weather

Troops and Support Available

Time Available

Civil Considerations

#### Elements of operational art

- End state and conditions
- Centers of gravity
- Decisive points
- Lines of operations and lines of effort
- Tempo
- Phasing and transitions
- Operational reach
- Culmination
- Basing
- Risk

### Nature of Operations

Military operations are inherently human endeavors representing a contest of wills, characterized by violence and continuous adaption by all participants, conducted in dynamic and uncertain operational environments to achieve a political purpose.

To account for the nature of operations, the Army's philosophy of command and control is...

### Mission Command

The Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation.

The Army's framework for organizing and putting command and control into action is the...

### Operations Process

The major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation.

### Plan

The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing the future about.



### Execute

Putting a plan into action by applying combat power to accomplish the mission.

### Prepare

Those activities performed by units and Soldiers to improve their ability to execute an operation.

### ASSESS

The continuous determination of the progress toward accomplishing a task, creating an effect, or achieving an objective.

### Central idea...

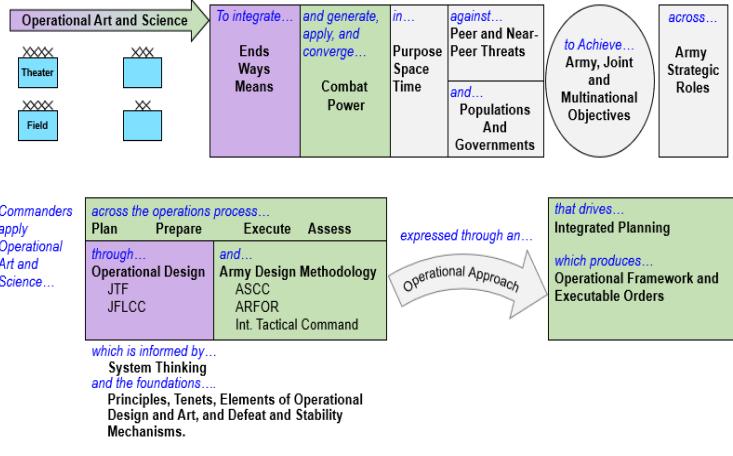
Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand their operational environment; visualize and describe the operation's end state and operational approach; make and articulate decisions; and direct, lead, and assess military operations.

### Principles

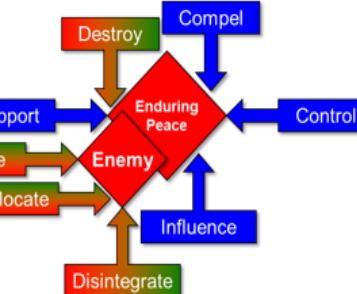
- Drive the operations process.
- Build and maintain situational understanding.
- Apply critical and creative thinking.

Introduction figure-1. Operations process logic chart

### Logic of Operational Art

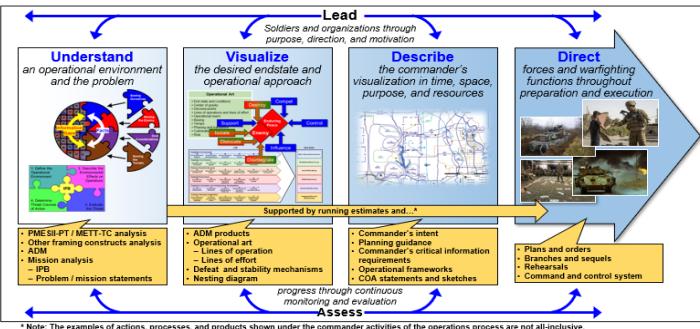


### Defeat Mechanisms (Red) Stability Mechanisms (Blue)



### The Operations Process

(Commander's Role in the Operations Process)



ADP 6-0, Mission Command, Command and Control of Army Forces, Jul 10, pp. 2-14 to 2-16

ADP 5-0, The Operations Process, Jul 10, pg. 1-8 to 1-11

### Elements of Decisive Action

OFFENSE	DEFENSE	STABILITY	DSCA
<b>Types of Offensive Operations</b> <ul style="list-style-type: none"> <li>Movement to contact.</li> <li>Attack.</li> <li>Exploitation.</li> <li>Pursuit.</li> </ul> <b>Purposes</b> <ul style="list-style-type: none"> <li>Dislocate, isolate, disrupt, and destroy enemy forces.</li> <li>Seize key terrain.</li> <li>Deprive the enemy of resources.</li> <li>Refine intelligence.</li> <li>Deceive and divert the enemy.</li> <li>Provide a secure environment for stability tasks.</li> </ul>	<b>Types of Defensive Operations</b> <ul style="list-style-type: none"> <li>Mobile defense.</li> <li>Area defense.</li> <li>Retrograde operations.</li> </ul> <b>Purposes</b> <ul style="list-style-type: none"> <li>Deter or defeat enemy offense.</li> <li>Gain time.</li> <li>Achieve economy of force.</li> <li>Retain key terrain.</li> <li>Protect the population, critical assets and infrastructure.</li> <li>Refine intelligence.</li> </ul>	<b>Stability Operations Tasks</b> <ul style="list-style-type: none"> <li>Establish civil security.</li> <li>Establish civil control.</li> <li>Restore essential services.</li> <li>Support to governance.</li> <li>Support to economic and infrastructure development.</li> <li>Conduct security cooperation.</li> </ul> <b>Purposes</b> <ul style="list-style-type: none"> <li>Provide a secure environment</li> <li>Secure land areas.</li> <li>Meet the critical needs of the population.</li> <li>Gain support for host-nation government.</li> <li>Shape the environment for interagency and host-nation success.</li> <li>Promote security, build partner capacity, and provide access.</li> <li>Refine intelligence.</li> </ul>	<b>DSCA Tasks</b> <ul style="list-style-type: none"> <li>Provide support for domestic disasters.</li> <li>Provide support for domestic CBRN incidents.</li> <li>Provide support for domestic civilian law enforcement agencies.</li> <li>Provide other designated support.</li> </ul> <b>Purposes</b> <ul style="list-style-type: none"> <li>Save lives.</li> <li>Restore essential services.</li> <li>Maintain or restore law and order.</li> <li>Protect infrastructure and property.</li> <li>Support maintenance or restoration of local government.</li> <li>Shape the environment for intergovernmental success.</li> </ul>



### MOE- Measures of Effectiveness

### MOP- Measures of Performance

### Indicator

Answers the question: are we doing the right things?	Answers the question: are we doing things right?	Answers the question: what is the status of this MOE or MOP?
Measures purpose accomplishment.	Measures task completion.	Measures raw data inputs to inform MOEs and MOPs.
Measures why (purpose) in the mission statement.	Measures what (task completion) in the mission statement.	Information used to make measuring what or why possible.
No hierarchical relationship to MOPs.	No hierarchical relationship to MOE.	Subordinate to MOEs and MOPs.
Often formally tracked in formal assessment plans.	Often formally tracked in execution matrixes.	Often formally tracked in formal assessment plans.
Typically challenging to chose the correct ones.	Typically simple to chose the correct ones.	Typically as challenging to select correctly as the supported MOE or MOP.

# Offensive Ops

Four components of an Operational Framework:

- 1- Area of Operations
- 2- Deep, Close, Support, and consolidation areas (time and space)
- 3- decisive, shaping, sustaining operations (purpose)
- 4- Main and Supporting Efforts (shifting support/resources)

Characteristics of the Offense:

1. Surprise
2. Concentration
3. Audacity- must have a balance. Can be too bold
4. Tempo

Types of Offensive Operations:

1. Movement to Contact- enemy situation is unknown
  - a. Search and attack
  - b. Condon and search
2. Attack- enemy situation is known.
  - a. Ambush
  - b. Counterattack
  - c. Demonstration (does not involve contact. You do not want to become engaged)
  - d. Feint (involves contact)
  - e. Raid
  - f. Spoiling attack
3. Exploitation
4. Pursuit

Forms of Maneuver:

- 1- Envelopment- the biggest thing to remember is you are trying to destroy the enemy in their current positions.
- 2- Turning Movement- you are trying to force the enemy to displace from their positions to destroy them somewhere else.
- 3- Infiltration- undetected movement through enemy lines.
- 4- Penetration-
- 5- Frontal Assault (Formerly called frontal attack)
- 6- Flank Attack (ADP 3-90 2019 deleted this as a form of maneuver)

Reserve forces are not given a task and purpose. They are given planning priorities.

# Stability Ops

Fundamentals of Stabilization:

1. Conflict Transformation
2. Unity of Effort (2 Types)
  - a. Whole-of-Government Approach (DIME- all instruments of national power, depts within USG)
  - b. Comprehensive Approach (USG, Inter-G, NGOs, multinational, private sector)
3. Building Host0Nation Capacity and Capabilities
4. Host-Nation Ownership and Legitimacy

Army Stability Ops Tasks:

1. Establish Civil Security
2. Establish Civil Control
3. Restore Essential Services
4. Support to Governance
5. Support to Economic and Infrastructure Development
6. Conduct Security Cooperation

Fragile States Framework: Stabilization Phases/Framework:

1. Initial Response
2. Transformation
3. Fostering Sustainability

Minimum Essential Stability Tasks: security, food, water, shelter, and medical treatment.

The Army has two minimum-essential stability operations tasks:

1. Establish Civil Security which requires Army units to protect the population from violence and restore public order
2. Provide immediate needs which requires Army units to ensure the population has food, water, shelter, and emergency medical treatment.

# DEFENSIVE OPERATIONS

## Common Defensive Planning Considerations



### 1. Why to conduct defense operations:

1. Deter or defeat enemy offense.
2. Gain time.
3. Achieve economy of force.
4. Retain decisive terrain or deny vital area to the enemy.
5. Protect the population, critical assets, and infrastructure.
6. Refine intelligence.
7. Attrition or fixing an enemy as a prelude to offensive tasks.
8. Counter enemy action.
9. Increasing an enemy's vulnerability by forcing an enemy commander to concentrate subordinate forces.
10. Develop conditions favorable for offensive or stability tasks.

### 2. Why the defense so hard:

1. Time management
2. Planning
3. Knowing "where" to defend
4. Identifying key terrain
5. Troops to task (task accomplishment, priorities of work)
6. Synchronizing all WfF, assets, efforts

### 3. Characteristics

1. Disruption
2. Flexibility
3. Maneuver
4. Massing effects
5. Operations in depth
6. Preparation
7. Security

### 4. Battle Positions

1. Primary: oriented on most likely AoA
2. Alternate: same AoA, different position
3. Supplementary: defend against AoA that is not primary
4. Subsequent: move back to if overran (bounding back)
5. Strong point: fortified tied to natural or existing obstacles

#### Mission Command (Command and Control)

- Adequate control measures to facilitate flank coordination but maximizes flexibility.
- Decision points to quickly react to enemy.
- Signal support to sustain primary comms.
- Protection of stationary command nodes.

#### Intelligence

- Information collection plan.
- Sustainment, replacement, reconstitution of recon and surveillance assets during preparation and execution of the defense.
- Impact of and obligation to displaced civilians.

#### Movement and Maneuver

- Exploit advantages of terrain.
- Disrupt the enemy attack at every opportunity.
- Mass the effects of combat power.
- Ensure mutual support.
- Mobility and countermobility.
- Enemy airborne and air assault attacks.
- Limited visibility and obscuration.

#### Fires

- Linkage to target acquisition means, including recon and surveillance assets.
- Permissive FSCM as close as possible to friendly positions to allow rapid engagement with indirect and joint fires.
- Proper distribution to ensure massing without wasting assets with repetitive engagements.
- Synchronization with direct fires and use of obstacles.
- Counterfire.
- Fire support to security operations.

#### Sustainment

- Class IV for obstacles and defensive positions (transportation and manpower requirements).
- Class V replenishment.
- Terrain management to fulfill support tasks while minimizing security requirements.
- Maintenance support as far forward as possible.

#### Protection

- Engineer support priorities.
- Level of protection.
- Force health protection.

### 5. Types of Defensive Operations

1. Area defense
2. Mobile defense
3. Retrograde
  1. Delay
  2. Withdrawal
  3. Retirement

### 6. Forms of the defense

1. Defense of a linear obstacle
2. Perimeter defense
3. Reverse slope defense

7. Planning considerations
8. Applying an Operational Framework
9. Battlefield Calculus
10. Engagement Area Development
11. Transitions

1. Consolidation of gains? If the Syrians would have consolidated gains against Israel during tank battle (against bypassed unit), Syria may have overthrown Israel

### 12. Branches and Sequels:

1. Branches: changes to the plan
2. Sequels: what you do about the plan

ADP 3-90, Offense and Defense, Jul 19, pp. 4-7 to 4-21

# Reconnaissance

1. Fundamentals
  1. Ensure continuous reconnaissance
  2. Do not keep recon assets in reserve
  3. Orient on recon objectives
  4. Report all information rapidly and accurately
  5. Retain FoM
  6. Gain and maintain enemy contact
  7. Develop the situation rapidly
2. Techniques
  1. Recon Push: CDRs push to specific locations to confirm, deny, and validate planning assumptions
  2. Recon Pull: uncertain of enemy forces; pull formations to positions of tactical advantage
3. Methods
  1. Dismounted recon
  2. Mounted recon
  3. Aerial recon
  4. Recon by fire
4. Management
  1. Cueing: multiple types of integrating recon assets to direct follow on recon collecting
  2. Mixing: multiple different assets recon-ing same requirement
  3. Redundancy: multiple "like" assets to collect on same requirement
5. Types
  1. Zone Recon: broader than an area recon, may have multiple area recon missions within the zone.
  2. Area Recon: specific area, terrain
  3. Route Recon: specific route- looks at trafficability, infrastructure (bridges, tunnels, etc), enemy effects on the route.
  4. Recon in force: designated to discover enemy position and strength
  5. Special recon

# Security

1. Fundamentals:
  1. Provide early and accurate warning
  2. Provide reaction time and maneuver space
  3. Orient on protected force, area or facility
  4. Perform continuous recon
  5. Maintain enemy contact
2. Forms
  1. Screen: provide early warning to main body; defensive in nature; gain and maintain enemy contact
  2. Guard: protect main body by fighting to gain time while observing and reporting
    1. Cannot operate independently; need fires and support assets to sustain
  3. Cover: BDE lvl, force oriented mission; protects DIV or Corps main body from detection or engagement
    1. Conducts all tasks of Screen and Guard
    2. Can operate independently from main body
  4. Area security: protect ff, installations, etc within a specific area
  5. Local security: local measures that prevents or interdicts enemy efforts

"Effective reconnaissance and security tasks create opportunities that allow commanders to confirm or deny assumptions, make decisions, and take action." – FM 3-98, Para. 4-8

"The commander sets reconnaissance priorities early, as reconnaissance tasks will precede main body movement, minimizing time available for troop-leading procedures for the Cavalry unit (including planning and rehearsal times, pre-combat checks and inspections, and maintenance). The commander sets priorities in the warning order (WARNORD), establishing focus, tempo, engagement/ disengagement criteria, and displacement criteria."

"Cavalry squadrons are the "eyes and ears" of the BCT and the commander, the squadron commander and staff must be able to assist the BCT commander in understanding, visualizing, and describing the area of operations and the tactical situation."

Reconnaissance is a mission to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 1-02).

Table B-2. +Army command relationships

If relationship is:	Then inherent responsibilities:								
	Have command relationship with:	May be task-organized by: <sup>1</sup>	Unless modified, ADCON responsibility goes through:	Are assigned position or AO by:	Provide liaison to:	Establish/maintain communications with:	Have priorities established by:	Can impose on gained unit further command or support relationship of:	
Organic	All organic forces organized with the HQ	Organic HQ	Army HQ specified in organizing document	Organic HQ	N/A	N/A	Organic HQ	Attached; OPCON; TACON; GS; GSR; R; DS	
Assigned	Gaining unit	Gaining HQ	Gaining Army HQ	OPCON chain of command	As required by OPCON	As required by OPCON	ASCC or Service-assigned HQ	As required by OPCON HQ	
Attached	Gaining unit	Gaining unit	Gaining Army HQ	Gaining unit	As required by gaining unit	Unit to which attached	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS	
OPCON	Gaining unit	Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ <sup>1</sup>	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS	
TACON	Gaining unit	Parent unit	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	TACON; GS; GSR; R; DS	

Note: <sup>1</sup> In NATO, the gaining unit may not task-organize a multinational force. (See TACON.)

ADCON administrative control

AO area of operations

ASCC Army Service component command

DS direct support

GS general support

GSR general support-reinforcing

HQ headquarters

N/A not applicable

NATO North Atlantic Treaty Organization

OPCON operational control

R reinforcing

TACON tactical control

Table B-1. Joint support categories

Category	Definition
General support	That support which is given to the supported force as a whole and not to any particular subdivision thereof (JP 3-09.3).
Mutual support	That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities (JP 3-31).
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).
Close support	That action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action (JP 3-31).

Support Relationships		Receive Sustainment From	AO / Position Assigned By	Establish/Maintain Comms With	Have Priorities Established By	Can Impose
Support Relationship	Task Organized By					
Direct Support	Parent HQ	Parent HQ	Parent HQ	Supported HQ	Supported HQ; Supported HQ	See note *
Reinforcing	Parent HQ	Parent HQ	Reinforced HQ	Parent HQ; Reinforced HQ	Reinforced HQ; then Parent HQ	N/A
General Support	Parent HQ	Parent HQ	Parent HQ	As required by Parent HQ	Parent HQ	N/A
General Support – Reinforcing	Parent HQ	Parent HQ	Parent HQ	Reinforced HQ and as required by Parent HQ	Parent HQ then Reinforced HQ	N/A
					Parent HQ	Gaining HQ

\* Commanders of units in direct support may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.

Source: FM 6-0 C2 (Apr 2016)

Parent HQ

# C500

- (1)Provide foundation for planning guidance
- (2)Provide model for execution/assessment
- (3)Enable better understanding of OE/problem

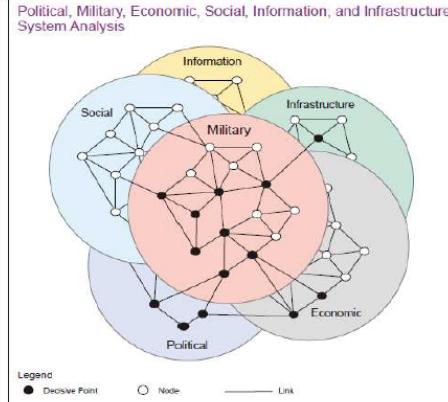
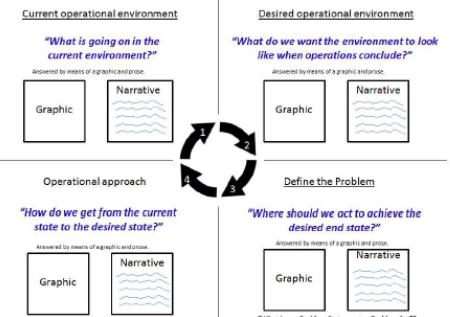
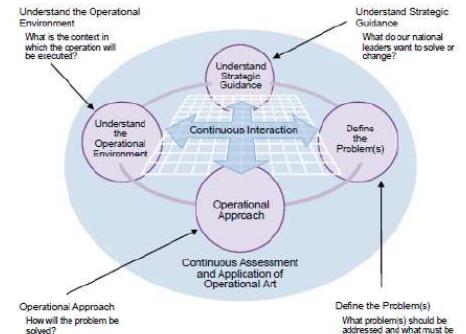
**OPERATIONAL DESIGN** = A methodology to aid commanders and planners in organizing and understanding the OE.

- conception and construction of the framework that **underpins a campaign or operation** and its subsequent execution
- built upon an **iterative process** that **creates a shared understanding** of the OE

## Elements of operational design

- Termination
- Military end state
- Objectives
- Effects
- Center of Gravity
- Decisive points
- Lines of operation & lines of effort
- Direct & indirect approach
- Anticipation
- Operational reach
- Culmination
- Arranging operations
- Forces and functions

## Operational Design Framework



**OPERATIONAL APPROACH** = commander's description of the broad actions the force can take to achieve an objective in support of the national objective or attain a military end state.

- the commander's visualization of how the operation should transform current conditions into the desired conditions**
- the way the commander envisions the OE at the conclusion of operations** to support national objectives

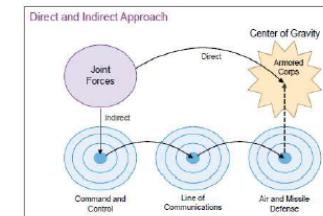
**Culmination**: point in time/space momentum lost

OFF = unable to continue attack → DEF/op pause

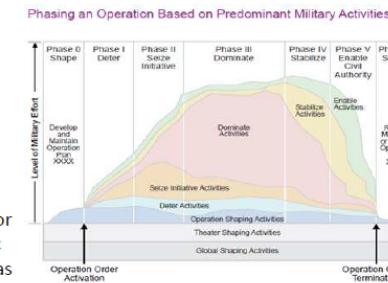
DEF = unable to defend/counterattack

**COG** = source of power; moral/physical strength, freedom of action, will

- always linked to higher level objective
- does not mean objective is CoG
- CCs**- primary abilities essential to accomplishment of objective
- CRs**- essential conditions, resources, means the COG requires to perform
- CVs**- CR aspects/components deficient/vulnerable to direct/indirect attack



**Decisive Point**: geographic place, specific key event, critical factor, or function that, when acted upon, creates a marked advantage or contributes to success



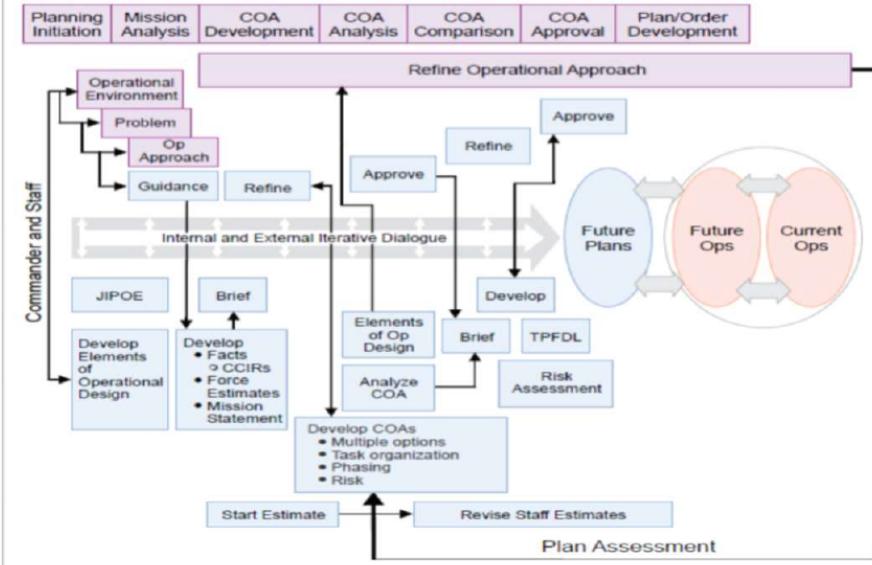
## Arranging Operations:

- combines simultaneous & sequential ops
- Branch = alternatives ("What if . . .?")
- Sequel = subsequent ("What's next?")

**Line of Operation**: connects decisive points over time; positional reference to the enemy is a factor

**Line of Effort**: links decisive points with the logic of purpose; positional reference to the enemy has less relevance

## Joint Planning Process



**Termination Criteria**: POTUS/SECDEF specified standards; must be met before a joint operations can be concluded

**Military End State**: set of required conditions define achievement of all military objectives; point in time and/or circumstances beyond which the President does not require the military as the primary means

**Objective**: the clearly defined, decisive, and attainable goals toward which every military operation should be directed

**Effects**: behaviors caused by action; contribute to attaining objective

**Objectives** prescribe friendly goals

**Effects** describe system behavior in OE; conditions related to achieving objectives

**Tasks** direct friendly action.

# C500

**1. Initiation**  
Is the problem clear, obvious or well understood? If 'Yes' proceed to Joint Planning Process or Military Decision Making Process. If not. Use Operational Design or Army Design Methodology.

**2. Design: Current Environment**  
Define, analyze and understand the current environment.

**3. Design: Desired Environment**  
Analyze and understand higher's guidance/directive that defines the desired environment including: goals and objectives, end states, termination criteria\*, and military end states\*.  
\* If applicable

**4. Design: Problem**  
Identify the primary problem(s) or obstacle(s) that are preventing the current environment from becoming the desired environment. Clearly state what it is.

**5. Design: Problem Cont**  
The 'problem' defines the enemy, adversary or environmental weakness's system. That system, hence forth referred as the 'enemy system,' is the system you should act against.

**6. Design: Problem Cont**  
Analyze the enemy's system to determine its **center of gravity** (CoG) by identifying its ends or goals, ways to achieve the ends and the critical capabilities (CC) necessary to execute the most likely 'way', then the primary means that can execute CCs is the CoG.

**7. Design: Problem Cont**  
Analyze the enemy CoG and determine its critical factors. **Critical Capabilities**, (CC), **Critical Requirements** (CR), and **Critical Vulnerabilities** (CV).

## Operational Art: Step By Step, Conceptual and Detailed Planning

**8. Design: Operational Approach**  
Develop an operational approach that will REMOVE (R) the problem, CHANGE (C) its behavior or PROVIDE (P) a missing component or a combination of RCP.

**9. Design: Operational Approach Cont**  
Use the enemy CoG analysis to determine where to take actions that will solve the problem and create the desired environment.

**10. Design: Operational Approach Cont**  
Review end states for the desired environment. Determine objectives/goals (ends). Determine the desired effects that will verify achievement of the objectives. Identify capabilities (ways) necessary to create the effects. Identify the friendly CoG (means) that possesses the critical capability to create the effects and achieve the objective/goal. Task the CoG

**11. Design: Operational Approach Cont**  
Identify the friendly CoG's critical factors: CCs, CRs, CVs. Consider what actions the friendly CoG needs to take to defeat the enemy CoG's critical factors and protect the friendly CoG's critical factors.

**12. Design: Operational Approach Cont**  
Crosswalk both sets of CoGs critical factors with the objectives, effects and tasks. Make sure tasks are within the critical capabilities. That the tasks will create the desired effects that will achieve the objectives. If not adjust the CoG or the objective, effects and tasks.

**13. Design: Operational Approach Cont**  
Determine if a direct or indirect approach is more appropriate.

**14. Design: Operational Approach Cont**  
Identify potential decisive points (DP) that provide a marked advantage. Consider CR/CVs as DP if they help create the desired effects. If so the DPs should become tasks for subordinate units.

**15. Design: Operational Approach Cont**  
Arrange related DPs/Tasks into Lines of Operation (LOO) if geographic or as Lines of Effort (LOE) if nongeographic. Consider arranging their sequence and phasing.

**16. Design: Operational Approach Cont**  
Consider other elements of operational design including anticipation, operational reach, culmination, arranging operations, and forces and functions. The Army's elements of operational art include: basing, tempo, phasing & transitions and

**17. Design: Operational Approach Cont**  
Convert the design information and operational approach into the initial commander's intent.

**18. Reframe**  
Critically review the entire process in light of new information, facts or assumptions. This step should occur throughout the process. When satisfied proceed to deliberate planning.

**19. Planning Process: Step 1 Initiate Planning or Receipt of Mission.** Consider:

- Determine time available or time constraints.
- Status of staff estimates and intel products
- Other relevant factors bounding planning
- Initial coordination requirements
- Initial movement of capabilities
- Initiate design process if needed.
- Additional guidance

**19. Cont. Planning Process: Step 1 Initiate Planning or Receipt of Mission.**  
Is the problem clear, obvious or well understood? If 'Yes' proceed to Joint Planning Process or Military Decision Making Process. If not. Use Operational Design or Army Design Methodology.

**20. Planning Process: Step 2 Mission Analysis**  
Analyze the mission, propose a restated mission for the commander's approval, refine commander's intent. Develop Course of Action Evaluation Criteria.\*

- Identify criteria
- Define criteria
- Determine objective measurements
- Decide weighting

\* Ideally determined during mission analysis, but no later than the start of course of action analysis

**21. Planning Process: Step 3 Course of Action Development.**

- Potential ways (capabilities) to accomplish the assigned mission
- Expands the Commander's operational approach by providing details
- Elements of operational design/art are tools to help form courses of action (COA).

**22. Planning Process: Step 4 Course of Action Analysis**  
Can the COA accomplish the mission? Is it supportable? What are its strengths and weaknesses based on the evaluation

**23. Planning Process: Step 5 Course of Action Comparison**  

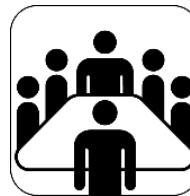
- Compare COAs against the evaluation criteria.
- Avoid bias by using objectively measurable criteria.
- Articulate why one COA is preferred based on well it meets the criteria.

**24. Planning Process: Step 6 Course of Action Approval**  
COA decision brief cover two main subjects:  
Results of analysis  
Results of comparison.  
Briefing concludes with a recommended COA

**26. Planning Process: Step 7 Develop the Plan/Publish the Order**  

- Convert a concept to an order/plan
- Base Plan
- Annexes
- Joint/Warfighting functions CONOPS
- Brief plan for approval

## Operational Art



The cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, means, and risks. (JP 5-0, IV-1)

# Operational Art and Joint Planning

Unless otherwise stated, all contents is based upon  
JP 5-0, Joint Planning, 16 June 2017

They [JFC and staff] combine art and science to develop products that describe how (**ways**) the joint force will employ its capabilities (**means**) to achieve military objectives (**ends**), given an understanding of unacceptable consequences of employing capabilities as intended (**risk**). (JP 5-0, IV-1)

## Plans and Orders



The JFC and staff develop plans and orders through the **application of operational art and operational design in conjunction with JPP**. (JP 5-0, IV-1)

**Plan** = A detailed proposal for doing or achieving something; an intention or decision about what one is going to do. (dictionary)



## Joint Planning Process

At a minimum, the commander issues planning guidance, either initial or refined,

Or

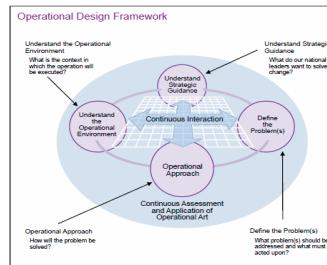
at the conclusion of mission analysis, and provides refined planning guidance as understanding of the OE, the problem, and visualization of the operational approach matures. (JP 5-0, IV-17)



JPP helps commanders and their staffs organize their planning activities, share a common understanding of the mission and commander's intent, and develop effective plans and orders. (JP 5-0, V-1)

Step 1	Planning Initiation
Step 2	Mission Analysis
Step 3	Course of Action (COA) Development
Step 4	COA Analysis and Wargaming
Step 5	COA Comparison
Step 6	COA Approval
Step 7	Plan or Order Development

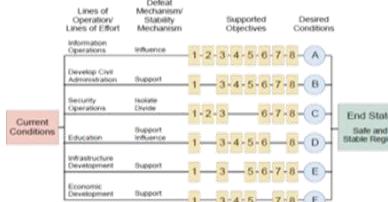
## Operational Design



The conception and construction of the framework that underpins a campaign or operation and its subsequent execution. The framework is built upon an iterative process that creates a shared understanding of the OE; identifies and frames problems within that OE; and develops approaches, through the application of operational art, to resolving those problems, consistent with strategic guidance and/or policy. (JP 5-0, IV-1)



## Operational Approach



The purpose of operational design and operational art is to produce an **operational approach**, allowing the commander to continue JPP, translating broad strategic and operational concepts into specific missions and tasks and produce an executable plan. (JP 5-0, IV-1)

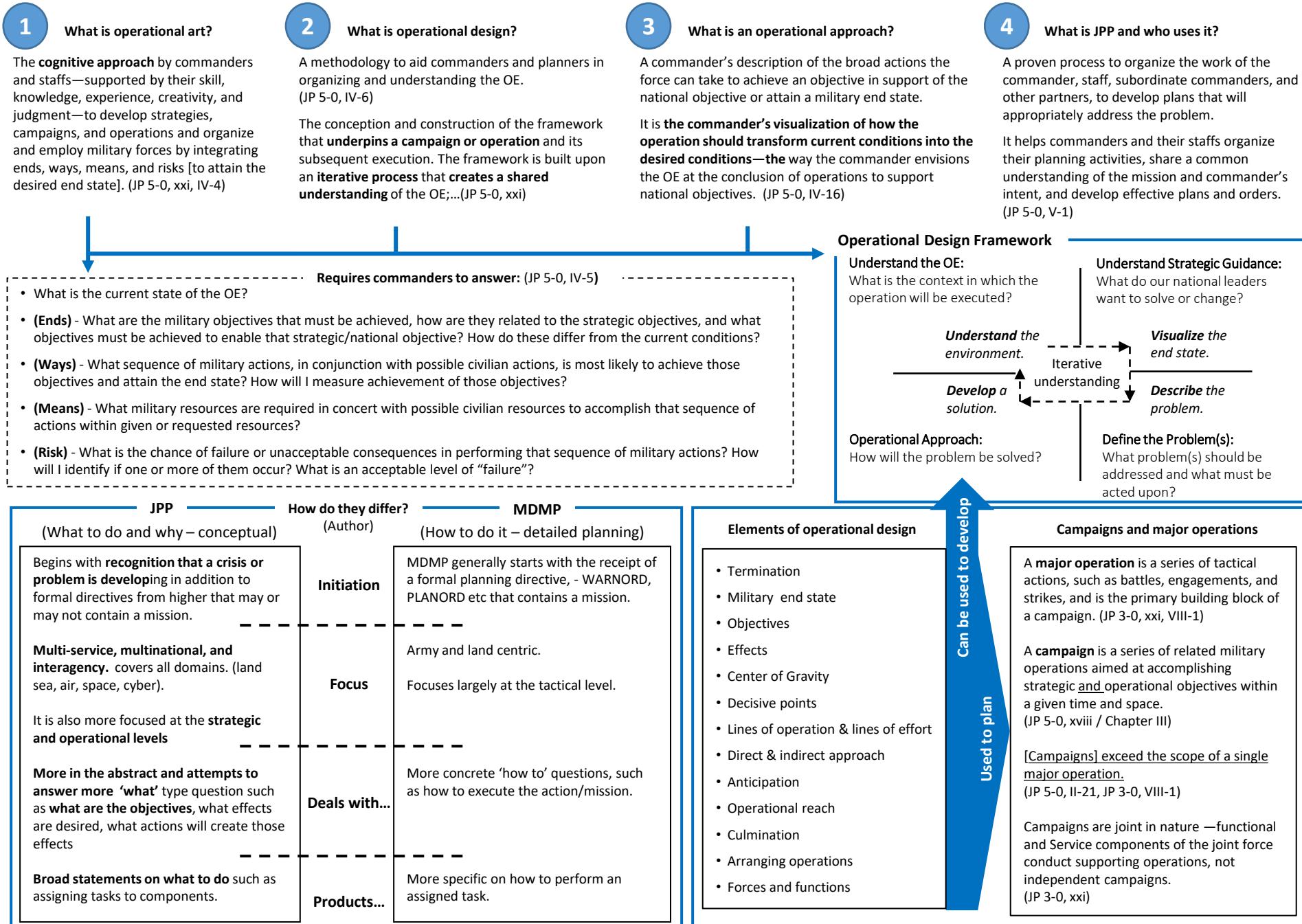


## Commander's Planning Guidance



The commander provides a summary of the OE and the problem, along with a visualization of the operational approach, to the staff and to other partners through commander's planning guidance.

The commander provides initial planning guidance to help focus the staff in mission analysis. (JP 5-0, IV-17)



# Operational Design

## 5 What is the operational design methodology?

Operational design is a methodology to aid commanders and planners in organizing and understanding the OE.

There are four major components to operational design. The components have characteristics that exist outside of each other and are not necessarily sequential.

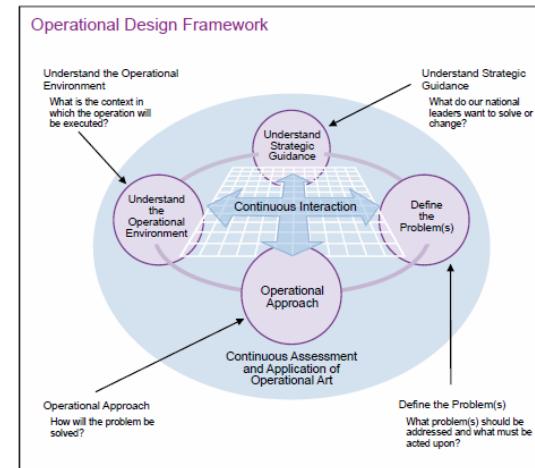
The process is **continuous and cyclical** in that it is conducted prior to, during, and for follow-on joint operations.

The **general methodology** in operational design is:

- (1) Understand the strategic direction and guidance.
- (2) Understand the strategic environment (policies, diplomacy, and politics).
- (3) Understand the OE.
- (4) Define the problem.
- (5) Identify assumptions needed to continue planning (strategic and operational assumptions).
- (6) Develop options (the operational approach).
- (7) Identify decisions and decision points (external to the organization).
- (8) Refine the operational approach(es).
- (9) Develop planning guidance.

(JP 5-0, IV-6)

These steps are  
not necessarily  
sequential.



JP 5-0, IV-7

## The Design Methodology - 9 Steps - An Iterative Process

### 1 Understand strategic direction and guidance.

Q1. [What are the strategic goals to be achieved and the military objectives that support their attainment?]

Planning usually starts with the assignment of a planning task through a directive, order, or cyclical strategic guidance depending on how a situation develops. The commander and staff must analyze all available sources of guidance. (JP 5-0, IV-7)

While policy and strategic guidance clarify planning, it is equally true that planning informs policy formulation. (JP 5-0, IV-8)

The President and SecDef may establish a set of **operational objectives**.

Achievement of these objectives should result in contributing to the **strategic objective—the broadly expressed conditions that should exist after the conclusion of a campaign or operation**. Based on the ongoing civilian-military dialogue, the CCDR will determine the **military end state and military objectives**, which define the role of military forces.

**These objectives are the basis for operational design.** (JP 5-0, IV-9)

### 2 Understand the strategic environment.

Q2. [What is the larger context that will help me determine our problem?]

After analyzing the strategic guidance, commanders and planners build an understanding of the strategic environment.

This forms boundaries within which the operational approach must fit. Some considerations are:

- What actions or planning assumptions will be acceptable given the current US policies and the diplomatic and political environment?
- What impact will US activities have on third parties (focus on military impacts but identify possible political fallout)?
- What are the current national strategic objectives of the USG? Are the objectives expected to be long lasting or short-term only? Could they result in unintended consequences?

(JP 5-0, IV-9)

### 3 Understand the operational environment.

Q3. [What is the current state of the OE and the desired state of the OE?]

The OE is the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.

It encompasses physical areas and factors of the air, land, maritime, and space domains; the electromagnetic spectrum; and the information environment (which includes cyberspace). Included within these areas are the adversary, friendly, and neutral actors that are relevant to a specific joint operation.

Identifying necessary objective conditions and termination criteria early in planning will help the commander and staff devise an operational approach with LOEs/LOOs that link each current condition to a desired end state condition.

(JP 5-0, IV-10)

### 4 Define the problem(s).

Q4. [What is preventing me from obtaining the desired state of the OE?]

Defining the problem is essential to addressing the problem.

The problem statement identifies the areas for action that will transform existing conditions toward the desired end state.

**The JFC and staff must identify and articulate:**

- Tensions between current conditions and desired conditions at the end state.
- Elements within the OE which must change or remain the same to achieve desired end states.
- Opportunities and threats that either can be exploited or will impede the JFC from attaining the desired end state.
- Operational limitations.

(JP 5-0, IV-14)

Tools that can assist in describing the current strategic and operational environments are the **JPOE process** and **PMESII**.

# The Design Methodology - 9 Steps - An Iterative Process

## 5 Identify assumptions.

**Q5. [What assumptions must be made to enable continuation of planning?]**

Where there is insufficient information or guidance, the commander and staff identify assumptions to assist in framing solutions.

Assumptions should be kept to the minimum required as each assumption adds to the probability of error.

Assumptions address key and critical decisions required by senior leaders to enable the continuation of planning.

Commanders and staff should review strategic guidance and direction to see if any assumptions are imposed on the planning process.

Assumptions should be phrased in terms of will or will not (rather than using "should" or "may") in order to establish specific conditions that enable planning to continue.

(JP 5-0, IV-16)

## 9 Prepare Planning Guidance.

The commander provides a summary of the OE and the problem, along with a visualization of the operational approach, to the staff and to other partners through commander's planning guidance. (JP 5-0, IV-17)

As time permits, the commander may have been able to apply operational design to think through the campaign or operation before the staff begins JPP. In this case, the commander provides initial planning guidance to help focus the staff in mission analysis. (JP 5-0, IV-17)

At a minimum, the commander issues planning guidance, either initial or refined, at the conclusion of mission analysis, and provides refined planning guidance as understanding of the OE, the problem, and visualization of the operational approach matures. (JP 5-0, IV-17)

The format for the commander's planning guidance varies based on the personality of the commander and the level of command, but should adequately describe the logic to the commander's understanding of the OE, the methodology for reaching the understanding of the problem, and a coherent description of the operational approach. (JP 5-0, IV-18)

## 6 Developing operational approach.

**Q6. [What broad actions can the force take to achieve an objective in support of the national objective or attain a military end state?]**

It is the **commander's visualization** of how the operation should transform current conditions into the desired conditions.

Once **SecDef approves the approach**, it provides the basis for beginning, continuing, or completing detailed planning.

Successful development of the approach **requires continuous analysis**, learning, dialogue, and collaboration between commander and staff, as well as other subject matter experts.

The **operational approach will underpin the operation** and the detailed planning that follows.

As detailed planning occurs, the **JFC and staff continue discourse** and refine their operational approach.

(JP 5-0, IV-16)

## 7 Identify decisions and decision points.

**Q7. [What decisions must be made?]**

During planning, commanders **inform leadership of the decisions** that will need to be made, when they will have to be made, and the uncertainty and risk accompanying decisions and delay.

This provides leaders, both military and civilian, a template and warning for the decisions in advance and provides them the opportunity to look across interagency partners and with allies to look for alternatives and opportunities short of escalation.

The **decision matrix** also identifies the expected indicators needed in support of the intelligence collection plan.

(JP 5-0, IV-17)

## 8 Refine the operational approach.

**Q8. [Is the operational approach still valid?]**

Throughout the planning processes, commanders and their staffs conduct formal and informal discussions at all levels of the chain of command.

These discussions help refine assumptions, limitations, and decision points that could affect the operational approach and ensure the plan remains feasible, acceptable, and adequate.

The **commander adjusts the operational approach based on feedback** from the formal and informal discussions at all levels of command and other information.

(JP 5-0, IV-17).

## Operational Approach

### Planning guidance, a generally accepted construct

**Describe the operational environment.** Some combination of graphics showing key relationships and tensions and a narrative describing the operational environment will help convey the commander's understanding to the staff and other partners.

**Define the problem to be solved.** A narrative problem statement that includes the required timing to solve the problem will best convey the commander's understanding of the problem.

**Describe the operational approach.** A combination of a narrative describing objectives, decisive points, and potential LOEs and LOOs, with a summary of limitations (constraints and restraints) and risk (what can be accepted and what cannot be accepted) will help describe the operational approach.

#### Provide the commander's initial intent:

- **Purpose.** The reason for the military action with respect to the mission of the next higher echelon.
- **End state.** The set of required conditions that defines achievement of the commander's objectives.
- **Risk.** Defines aspects of the campaign or operation in which the commander will accept risk in lower or partial achievement or temporary conditions. (JP 5-0, IV-17-19)

From JP 5-0, Aug 2011

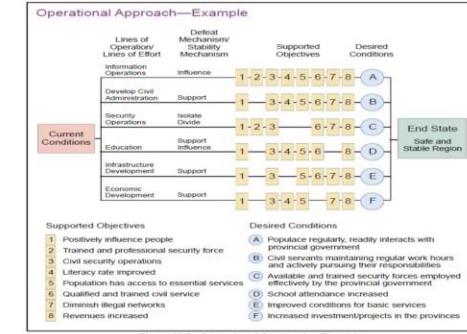


Figure III-8. Operational Approach—Example

#### The 3 purposes of the operational approach:

1. It provides the foundation for the commander's planning guidance to the staff and partners.
2. It provides the model for execution of the campaign or operation and development of assessments for the campaign or operation.
3. It enables a better understanding of the operational environment and of the problem. (JP 5-0, III-13)

**Elements of operational design** are used to develop and refine the commander's operational approach. (JP 5-0, III-18)

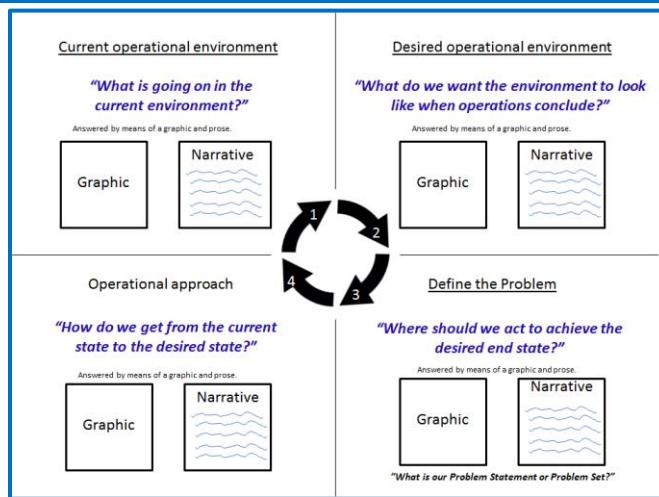
These conceptual tools help commanders and their staffs think through the challenges of understanding the operational environment, defining the problem, and developing this approach, which guides planning... (JP 5-0, III-18)

# Operational Design – A Technique

## The essence of operational design is built around four questions:

- What is going on in the environment?**...the history, culture, current state, and future goals of relevant actors in the operational environment
- What do we want the environment to look like?**...a sought-after future state of the operational environment
- Where - conceptually (the problem) - should we act to achieve our desired state?**...areas of tension and competition—as well as opportunities and challenges—that commanders must address so to transform current conditions to achieve the desire end state
- How do we get from the current state to our desired state?**...possible combinations of actions to reach the desired end state given the tensions identified in the environmental and problem questions. (solve the problem)

Answers to the four questions should be in both graphic and narrative form (each complements the other in fostering understanding...just like a plan or order often comes with a maps and overlays).



## Understanding the Operational Environment

### Key Inputs

- Strategic guidance
- Nature of the conflict
- Relevant history
- Physical and information factors of the air, land, maritime, and space domains, the electromagnetic spectrum, and the information environment (which includes cyberspace)
- Analysis (opposing, neutral, friendly)
  - PMESII
  - ASCOPE

Tools/models to support analysis

### Key Outputs

#### Understanding the Operational Environment

- Description of the current operational environment
  - Systems perspective of the operational environment
  - Impacts of physical and information factors on the operational environment
  - Friendly/enemy COGs
- Description of the desired operational environment
  - Military end state
  - Termination criteria
- Description of the opposing end states

Q1

Q2

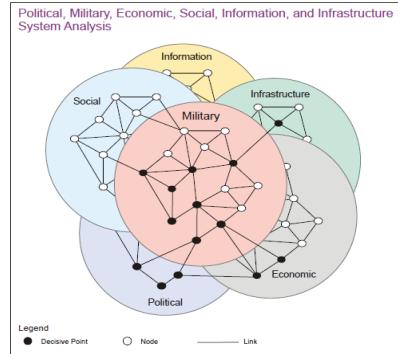
## What is going on in the environment?

**Key Point:** This is where **understanding** comes from.

This step asks what is the context in which campaign or operation will be implemented?

### Key questions:

- What is going on?
- Why has the situation developed?
- What does it mean?
- What is the real story?



JP 5-0, III-10 (2011)

### NOTE:

- All inputs/outputs are reviewed throughout the planning process and updated as changes occur in the operational environment, the problem, or the strategic guidance.
- Commanders and staffs are cautioned against definitively describing the operational environment: It is inherently complex and eludes definition. Time spent on analysis balanced with the rest of the planning process.

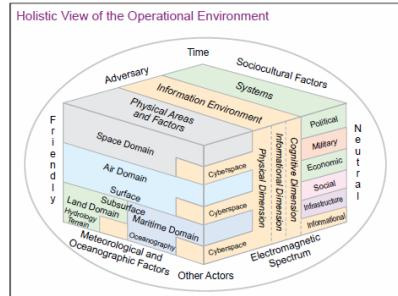
### Legend

- ASCOPE areas, structures, capabilities, organizations, people, events  
PMESII political, military, economic, social, information, and infrastructure  
COG center of gravity

JP 5-0, IV-11 (2017)

## What do we want the environment to look like?

Point out in the key outputs the friendly and enemy centers of gravity, military end state, and termination criteria.



JP 5-0, IV-12 (2017)

# Operational Design – A Technique

## Defining the Problem

### Key Inputs

- Description of the current operational environment
  - Systems perspective of the operational environment
  - Impacts of physical and information factors on operational environment
  - Friendly/enemy COGs

- Description of the desired operational environment
  - Military end state
  - Termination criteria

- Description of the opposing end states

NOTE: All inputs/outputs are reviewed throughout the planning process and updated as changes occur in the operational environment, the problem, or the strategic guidance.

### Legend

COG center of gravity

JP 5-0, III-11 (2011)

### Defining the Problem

### Key Outputs

- Problem statement that identifies problem to be solved
- Tension between current conditions and desired end state
- Elements within the operational environment that must change to achieve desired end state
- Opportunities and threats to achieving end states
- Limitations

Q3

**Where - conceptually (the problem) - should we act to achieve our desired state?**

This is the problem identification step....identifying what in the current environment is preventing changing the environment to the desired environment.

While understanding the environment is critical to identifying the correct problem, it is the actual identification of the problem that is an objective of operational design. Failure to identify the right problem results in an operational approach that only treats the symptoms not the disease.

### Key questions:

What problems should be addressed and what must be acted upon?

What needs to change?

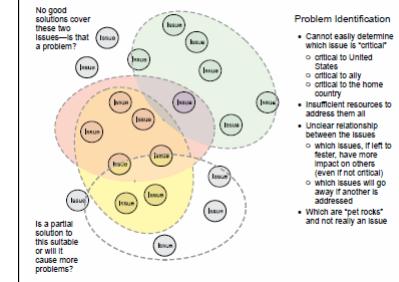
What doesn't need to change?

What are the strengths and weaknesses of the actors?

What are the opportunities and threats (tensions)

What conditions need to exist for success?

### Defining the Problem



JP 5-0, IV-15 (2017)

## Developing the Operational Approach

### Key Inputs

- Problem statement that identifies problem to be solved

- Tension between current conditions and desired end state

- Elements within the operational environment that must change to achieve desired end state

- Opportunities and threats to achieving end states

- Limitations

NOTE: All inputs/outputs are reviewed throughout the planning process and updated as changes occur in the operational environment, the problem, or the strategic guidance.

### Legend

JFC joint force commander

JP 5-0, III-14 (2011)

### Developing the Operational Approach

### Key Outputs

- Description of the operational environment
- Definition of the problem
- Commander's operational approach
- JFC's initial planning guidance
  - Commander's initial intent

Q4

**How do we get from the current state to our desired state (the operational approach)?**

This step lays out a broad concept of actions, conditions, and criteria, that attacks the problem. Think of it as what needs to be done, not how to do it. It is a conceptualization of the broad general actions [think missions] that will produce the conditions that define the desired end state.

### Key questions:

How do we go from the existing conditions to the desired conditions?

What tensions exist between the two?

What else can happen?

What are the risks?

**NOTE:** This is not course of action development. Rather this step shapes the mission or broad concept of operations. It also feeds the details that will shape the commander's guidance and intent. It is the commander's description of what needs to be done or conditions created, not how to do it.

### Operational Approach—Example



- | Supported Objectives                          | Desired Conditions   |
|---|--|
| 1 Positively influence people                 | A Population regularly, readily interacts with provincial government                         |
| 2 Trained and professional security force     | B Civil servants maintaining regular work hours and actively pursuing their responsibilities |
| 3 Civil security operations                   | C Local communities and forces employed effectively by the provincial government             |
| 4 Literacy rate improved                      | D School attendance increased  |
| 5 Population has access to essential services | E Improved conditions for basic services   |
| 6 Qualified and trained civil service         | F Increased investment/projects in the provinces   |
| 7 Diminish illegal networks                   |  |
| 8 Revenues increased                          |  |

JP 5-0, III-15 (2011)

## Operational Approach

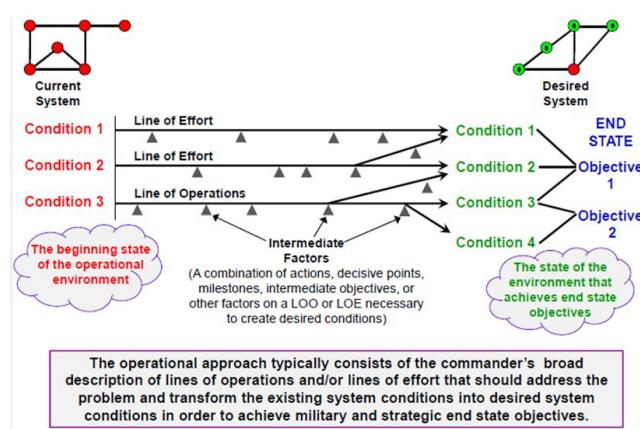
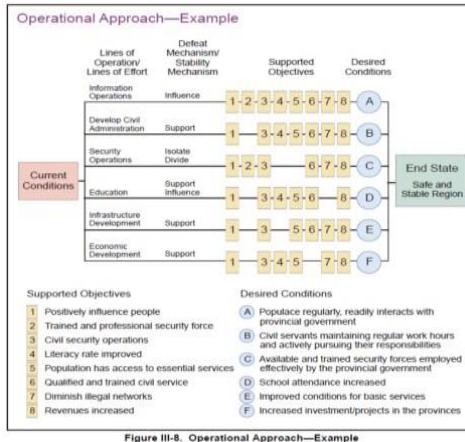
The operational approach is a **commander's description** of the broad actions the force can take to achieve an objective in support of the national objective or attain a military end state. (JP 5-0, IV-16)

It is the **commander's visualization** of how the operation should transform current conditions into the desired conditions—the way the commander envisions the OE at the conclusion of operations to support national objectives. (JP 5-0, IV-16)

Once **SecDef approves the approach**, it provides the basis for beginning, continuing, or completing detailed planning. The JFC and staff **should continually review, update**, and modify the approach as policy, the OE, end states, or the problem change. (JP 5-0, IV-16)

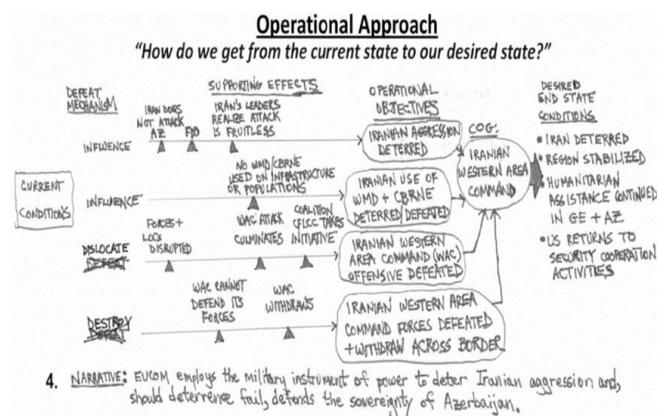
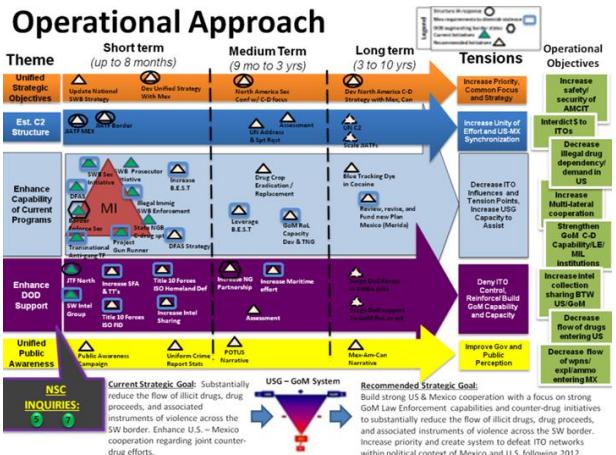
It is a combination of a narrative describing objectives, decisive points, and potential LOEs and LOOs, with a summary of limitations (constraints and restraints) and risk (what can be accepted and what cannot be accepted) will help describe the operational approach. (JP 5-0, IV-18)

### Examples of operational approach - should include a graphic and a narrative



The operational approach typically consists of the commander's broad description of lines of operations and/or lines of effort that should address the problem and transform the existing system conditions into desired system conditions in order to achieve military and strategic end state objectives.

### Operational Approach



# Elements of Operational Design

Elements of operational design are used to develop and refine the commander's operational approach. (JP 5-0, III-18, 2011)

These conceptual tools help commanders and their staffs think through the challenges of understanding the operational environment, defining the problem, and developing this approach, which guides planning... (JP 5-0, III-18, 2011)

Not all of the elements of operational design may be required for all plans. (JP 5-0, IV-19)

## Termination (JP 5-0, IV-19)

Termination criteria are the specified standards **approved by the President and/or SecDef** that must be met before military operations can be concluded.

Termination criteria are a key element in establishing a military end state.

The conditions **must be achievable and measurable** so the commander can clearly identify the achievement of the military end state.

Termination criteria are **developed first** among the elements of operational design as they enable the development of the military end state and objectives.

(JP 5-0, IV-19)

## Military End State (JP 5-0, IV-20)

A set of required conditions that defines achievement of all military objectives.

Normally represents a point in time and/or circumstances beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.

While it may mirror many of the conditions of the national strategic end state, the military end state typically will be more specific and contain other supporting conditions.

**[National Strategic End State:** At the strategic level, a nation often determines the national (or multinational in the case of an alliance or coalition) guidance that addresses strategic objectives in support of strategic end states and develops and uses national resources to achieve them. (JP 1, Doctrine for the Armed Forces of the United States, 25 March 2013)]

## Objectives (JP 5-0, IV-20)

An objective is clearly defined, decisive, and attainable.

Objectives and their supporting effects provide the basis for identifying tasks to be accomplished.

Objectives describe what must be achieved to reach or attain the end state.

Achieving operational objectives ties execution of tactical tasks to reaching the military end state.

Objectives developed at the national-strategic and theater-strategic levels are the defined, decisive, and attainable goals toward which all military operations, activities, and investments are directed within the OA.

There are **four primary considerations** for an objective:

- An objective establishes a single desired result (a goal).
- An objective should link directly or indirectly to higher level objectives or to the end state.
- An objective is prescriptive, specific, and unambiguous.
- An objective does not infer ways and/or means—it is not written as a task.

## Elements of operational design

- Termination
- Military end state
- Objectives
- Effects
- Center of Gravity
- Decisive points
- Lines of operation & lines of effort
- Direct & indirect approach
- Anticipation
- Operational reach
- Culmination
- Arranging operations
- Forces and functions

## Effects (JP 5-0, IV-21)

A physical and/or behavioral state of a system that results from an action, a set of actions, or another effect.

A desired effect can also be thought of as a condition that can support achieving an associated objective, while an undesired effect is a condition that can inhibit progress toward an objective.

There are **four primary considerations** for writing a desired effect statement.

- Each desired effect should link directly to one or more objectives.
- The effect should be measurable.
- The statement should not specify ways and means for accomplishment.
- The effect should be distinguishable from the objective it supports as a condition for success, not as another objective or a task.

## Center of Gravity (JP 5-0, IV-23)

A COG is a source of power that provides moral or physical strength, freedom of action or will to act.

An objective is always linked to a COG.

There may also be different COGs at different levels, but they should be nested.

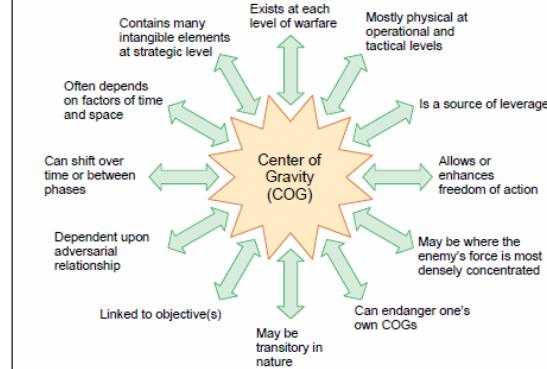
**At the strategic level**, a COG could be a military force, an alliance, political or military leaders, a set of critical capabilities or functions, or national will.

**At the operational level**, a COG often is associated with the adversary's military capabilities - such as a powerful element of the armed forces - but could include other capabilities in the OE.

Irregular warfare focuses on legitimacy and influence over a population, therefore, the enemy and friendly COG will most likely be the same population.

Commanders not only must consider the enemy COGs, but they also must identify and protect their own.

### Characteristics of Centers of Gravity



# Elements of Operational Design

## Decisive Point (JP 5-0, IV-26)

A geographic place, specific key event, critical factor, or function that, when acted upon, allows a commander to **gain a marked advantage** over an adversary or contributes materially to achieving success (e.g., creating a desired effect, achieving an objective).

The most important decisive points can be determined from **analysis of critical factors**. Understanding the relationship between a COG's critical capabilities, requirements, and vulnerabilities can illuminate direct and indirect approaches to the COG. **It is likely that most of these critical factors will be decisive points, which should then be further addressed in the planning process.**

Although decisive points are usually not COGs, they are the keys to attacking or protecting them.

## Lines of Operation (LOO) & Line of Effort (LOE) (JP 5-0, IV-28)

A **line of operation (LOO)** defines the interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective(s).

LOOs describe and connect a series of decisive actions that lead to control of a geographic or force-oriented objective.

A force operates on **interior lines** when its operations diverge from a central point. With interior lines, friendly forces are closer to separate enemy forces than the enemy forces are to one another.

A force operates on **exterior lines** when its operations converge on the enemy. Operations on exterior lines offer opportunities to encircle and annihilate an enemy force.

The relevance of interior and exterior lines depends on the time and space relationship between the opposing forces.

A **line of effort (LOE)** links multiple tasks and missions using the logic of purpose - cause and effect - to focus efforts toward establishing operational and strategic conditions.

In operations involving many nonmilitary factors, lines of effort may be the only way to link tasks, effects, conditions, and the desired end state.

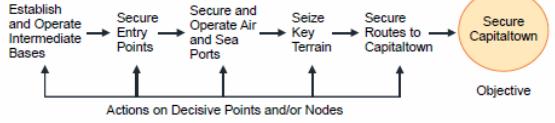
Commanders may use both LOOs and LOEs to connect objectives to a central, unifying purpose. LOEs can also link objectives, decisive points, and COGs.

This combination helps commanders incorporate stability tasks into their operational approach that are necessary to reach the end state.

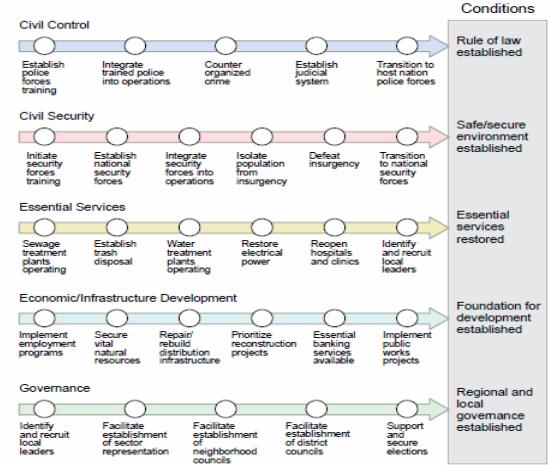
## Defeat and Stability Mechanisms

While COG analysis helps us understand a problem, defeat and stability mechanisms suggest means to solve it. They provide a useful tool for describing the main effects a commander wants to create along a LOO or LOE. (JP 5-0, IV- 31-32)

### Sample Line of Operation



### Sample Lines of Effort



### Defeat Mechanisms

[These] primarily apply in combat operations against an active enemy force. Combat aims at defeating armed enemies - regular, irregular, or both, through the organized application of force to kill, destroy, or capture by all means available.

There are two basic defeat mechanisms to accomplish this: **attrition** and **disruption**.

The aim of **disruption** is to defeat an enemy's ability to fight as a cohesive and coordinated organization.

The alternative is to destroy his material capabilities through **attrition**, which generally is more costly and time-consuming.

The **defeat mechanisms** may include:

- Destroy.** To identify the most effective way to eliminate enemy capabilities.
- Dislocate.** To compel the enemy to expose forces by reacting to a specific action; it requires enemy commanders to either accept neutralization of part of their force or risk its destruction while repositioning.
- Disintegrate.** To exploit the effects of dislocation and destruction to shatter the enemy's coherence.
- Isolate.** To limit the enemy's ability to conduct operations effectively by marginalizing critical capabilities or limiting the enemy's ability to influence events.

### Stability Mechanisms

A stability mechanism is the primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace.

- Compel.** To maintain the threat—or actual use—of lethal or nonlethal force to establish control and dominance, effect behavioral change, or enforce cessation of hostilities, peace agreements, or other arrangements.
- Control.** To establish public order and safety, securing borders, routes, sensitive sites, population centers, and individuals and physically occupying key terrain and facilities.
- Influence.** To alter the opinions and attitudes of the host-nation population through IO, presence, and conduct.
- Support.** To establish, reinforce, or set the conditions necessary for the other instruments of national power to function effectively, coordinating and cooperating closely with host-nation civilian agencies, and assisting aid organizations as necessary to secure humanitarian access to vulnerable populations.

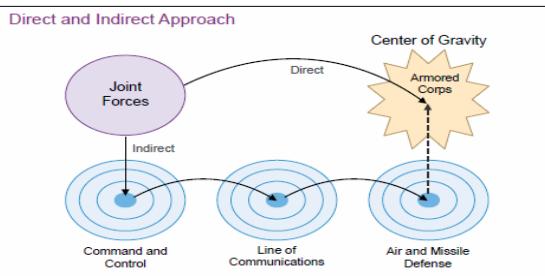
# Elements of Operational Design

## Direct & Indirect Approach (JP 5-0, IV-33)

The approach is the manner in which a commander contends with a COG.

A **direct approach** attacks the enemy's COG or principal strength by applying combat power directly against it.

An **indirect approach** attacks the enemy's COG by applying combat power against critical vulnerabilities that lead to the defeat of the COG while avoiding enemy strength.



## Anticipation (JP 5-0, IV-34)

JFCs must consider what might happen and look for the signs that may bring the possible event to pass.

During execution, JFCs should remain alert for the unexpected and for opportunities to exploit the situation.

Anticipation is not without risk. Commanders and staff officers who tend to lean forward in anticipation of what they expect to encounter are more susceptible to deception efforts by an opponent.

## Operational Reach (JP 5-0, IV-35)

Operational reach is the distance and duration across which a joint force can successfully employ military capabilities.

The concept of operational reach is inextricably tied to the concept of LOOs. The geography surrounding and separating adversaries influences operational reach. Locating forces, reserves, bases, pre-positioned equipment sets, and logistics forward extends operational reach. Operational reach is also affected by increasing the range of weapons, and by improving transportation availability and the effectiveness of LOCs and throughput capability.

## Arranging Operations (JP 5-0, IV-36-39)

Commanders must determine the best arrangement of operations to conduct the assigned tasks and mission. This arrangement often will be a combination of **simultaneous** and **sequential** operations to reach the end state conditions with the least cost in personnel and other resources. Planners should consider factors such as **simultaneity**, **depth**, **timing**, and **tempo** when arranging operations:

- **Simultaneity:** The simultaneous application of integrated military and nonmilitary power against the enemy's key capabilities and sources of strength. Simultaneity also refers to the concurrent conduct of operations at the tactical, operational, and strategic levels.
- **Depth:** Joint force operations should be conducted across the full breadth and depth of the OA, creating competing and simultaneous demands on adversary commanders and resources. The concept of depth seeks to overwhelm the enemy throughout the OA, creating competing and simultaneous demands on enemy commanders and resources and contributing to the enemy's speedy defeat.
- **Tempo:** The joint force should conduct operations at a tempo and point in time that best exploits friendly capabilities and inhibits the adversary. With proper timing, JFCs can dominate the action, remain unpredictable, and operate beyond the adversary's ability to react.

Tools, phases, branches and sequels, operational pauses, and the development of a TPFDD all improve the ability of the planner to arrange, manage, and execute complex operations.

- **Phasing:** Phasing is a way to view and conduct a complex joint operation in manageable parts. In a campaign, each phase can represent a single major operation, while in a major operation a phase normally consists of several subordinate operations or a series of related activities.
- **Branch and Sequels:**
  - Branches provide a range of alternatives often built into the basic plan.
  - Sequels anticipate and plan for subsequent operations based on the possible outcomes of the current operation—victory, defeat, or stalemate.
- **Operational Pause:**
  - Operational pauses may be required when a major operation may be reaching the end of its sustainability.
  - Operational pauses are also useful tools for obtaining the proper synchronization of sustainment and operations. Normally, operational pauses are planned to regenerate combat power or augment sustainment
  - The primary drawback to operational pauses is that they risk forfeiture of strategic or operational initiative.

## Culmination (JP 5-0, IV-36)

That point in time and/or space at which the operation can no longer maintain momentum.

**Offense** - the point at which effectively continuing the attack is no longer possible and the force must consider reverting to a defensive posture or attempting an operational pause.

**Defense** - defending force no longer has the capability to go on the counteroffensive or defend successfully.

**Stability operations** - may result from the erosion of national will, decline of popular support, questions concerning legitimacy or restraint, or lapses in protection leading to excessive casualties.

## Focuses and Functions (JP 5-0, IV-39)

Commanders and planners can design campaigns and operations that focus on defeating either adversary forces, functions, or a combination of both.

Typically, JFCs structure operations to attack both adversary forces and functions concurrently to create the greatest possible friction between friendly and adversary forces and capabilities.

## Arranging Operations - Phasing

### Application (JP 5-0, IV-40)

A phase can be characterized by the focus that is placed on it.

Phases are distinct in time, space, and/or purpose from one another, but must be planned in support of each other and should represent a natural progression and subdivision of the campaign or operation.

Each phase should have a set of starting conditions that define the start of the phase and ending conditions that define the end of the phase.

**The ending conditions of one phase are the starting conditions for the next phase.**

Since a campaign is required whenever pursuit of a strategic objective is not attainable through a single major operation, the theater operational design includes provision for related phases that may or may not be executed.

As a general rule, the phasing of the campaign or operation should be conceived in condition-driven rather than time-driven terms.

Effective phasing must address **how the joint force will avoid reaching a culminating point**.

Commanders determine the number and purpose phases used during a campaign or operation.

**The use of the phases provides a way to arrange combat and stability activities.**

**Within the context of these phases established by a higher-level JFC, subordinate JFCs and component commanders may establish additional phases that fit their CONOPS.**

Examples from JP 3-0, Joint Operations, 17 January 2017

### Number, Sequence, and Overlap (JP 5-0, IV-41)

The actual phases used will vary (compressed, expanded, or omitted entirely) with the joint campaign or operation and be determined by the JFC.

A joint campaign or operation **may be conducted in multiple phases simultaneously** if the OA has widely varying conditions.

Occasionally operations **may revert to a previous phase** in an area where a resurgent or new enemy reengages friendly forces.

### Transitions (JP 5-0, III-40)

Transitions between phases are designed to be distinct shifts in focus by the joint force, often accompanied by changes in command or support relationships.

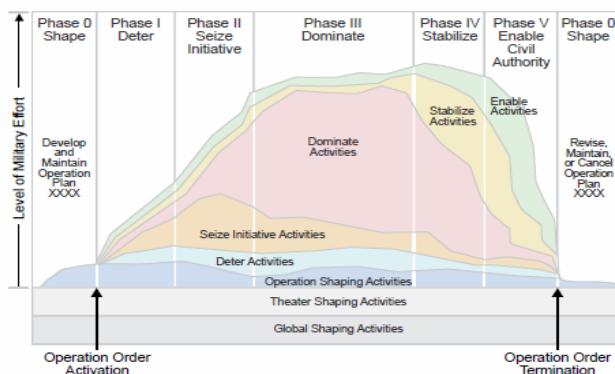
The activities that predominate during a given phase, however, rarely align with neatly definable breakpoints. The need to move into another phase normally is identified by assessing that a set of objectives are achieved or that the enemy has acted in a manner that requires a major change in focus for the joint force and is therefore usually event driven, not time driven.

**Phasing helps the JFCs and staff visualize, plan, and execute the entire operation and define requirements in terms of forces, resources, time, space, and purpose. (JP 3-0, V-12, 17 January 2017)**

The six general groups of activity [see below] provide a convenient basis for thinking about a joint operation in **notional** phases.  
(JP 3-0, V-12, 17 January 2017)

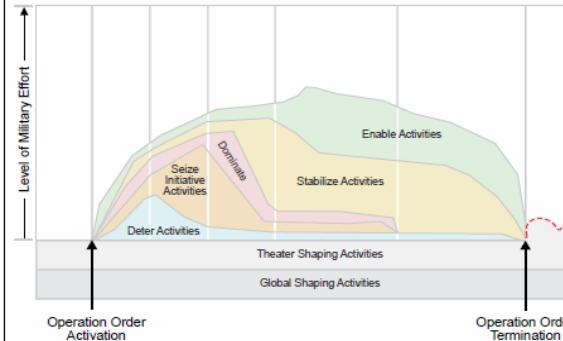
**Notional** = Existing only in theory or as a suggestion or idea.

#### Phasing an Operation Based on Predominant Military Activities



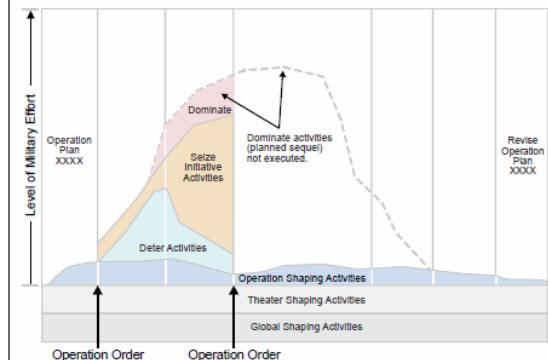
- The six general groups of activities provide a basis for thinking about a joint operation in notional phases.
- Phasing can be used in any joint operation regardless of size.
- Phasing helps joint force commanders and staffs visualize, plan, and execute the entire operation and define requirements in terms of forces, resources, time, space, and purpose to achieve objectives.

#### Notional Balance of Activities for a Foreign Humanitarian Assistance Operation



- This is a notional example of the balance of military activities by a joint task force (JTF) responding to one type of crisis (foreign humanitarian assistance). There is no pre-existing operation plan in this example. Therefore, there are no planned pre-crisis shaping activities except for theater shaping that may generally support unplanned crisis response. Dominate activities might not occur depending on the extent of criminal activity and lawlessness and the host nation government's ability to control it. Theater shaping activities that support stabilization and enable civil authorities in the affected area may increase after the operation ends and the JTF disbands.

#### Notional Balance of Activities for a Joint Strike



- This is a notional example of the balance of military activities in a successful operation to coerce the enemy to stop unacceptable behavior (e.g., state-sponsored terrorism, pursuit of nuclear weapons). In this example, the President ordered strikes (seize the initiative activities). The President prepared to order follow-on operations to compel enforcement when military-enforced economic and other sanctions (deter activities) failed.
- Examples include Operations EL DORADO CANYON (Libya, April 1986) and DESERT THUNDER (Iraq, Dec 1998).

**Analysis of friendly and adversary COGs is a key step in operational design.**

**Joint force intelligence analysts identify adversary COGs**, determining from which elements the adversary derives freedom of action, physical strength (means), and the will to fight. **The J-2, in conjunction with other operational planners, then attempts to determine if the tentative or candidate COGs truly are critical to the adversary's strategy.** This analysis is a linchpin in the planning effort.

**Others on the joint force staff conduct similar analysis to identify friendly COGs.**

Once COGs have been identified, JFCs and their staffs determine how to attack enemy COGs while protecting friendly COGs.

Planners should analyze COGs within a framework of three **critical factors** - capabilities, requirements, and vulnerabilities—to aid in this understanding.

- **Critical capabilities (CC)** are the primary abilities essential to the accomplishment of the objective.
- **Critical requirements (CR)** are essential conditions, resources, and means the COG requires to perform the critical capability.
- **Critical vulnerabilities (CV)** are those aspects or components of critical requirements that **are deficient or vulnerable to direct or indirect attack in a manner achieving decisive or significant results.**

When identifying friendly and adversary critical vulnerabilities, the JFC and staff will understandably want **to focus their efforts against the critical vulnerabilities that will do the most decisive damage to an adversary's COG.**

Before solidifying COGs into the plan, planners should analyze and **test the validity** of the COGs. The defeat, destruction, neutralization, or substantial weakening of a valid COG should cause an adversary to change its COA or prevent an adversary from achieving its strategic objectives. If **analysis and/or wargaming** show that this does not occur, then perhaps planners have misidentified the COG, and they must revise their COG and critical factors analysis.

Commanders must also analyze friendly COGs and identify critical vulnerabilities.

The supported commander must achieve a balance between prosecuting the main effort and protecting critical capabilities and vulnerabilities in the OA to protect friendly COGs.

(JP 5-0, IV-23-26)

*For more information on COGs and the systems perspective, see JP 2-01.3, Joint Intelligence Preparation of the Operational Environment.*

## COG Analysis – Two Techniques

JP 5-0 and JP 2-01.3 provide vague guidance on how to use CC, CR, and CV to identify and/or attack a COG. These two techniques provide a methodology using systems perspective and the strategic framework to answer three basic questions about the enemy or friendly system:

- What (ends) is the end state or goal that we or our adversary want to achieve?
- How (ways) can that end state be achieved?
- What are the resources (means) required to execute the way that achieves the end state?

### COG Analysis Example Based Upon JP 5-0 and Dr. Joe Strange

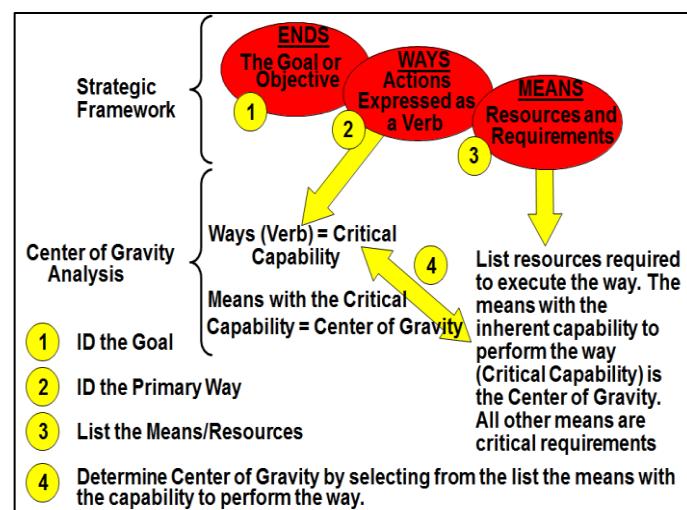
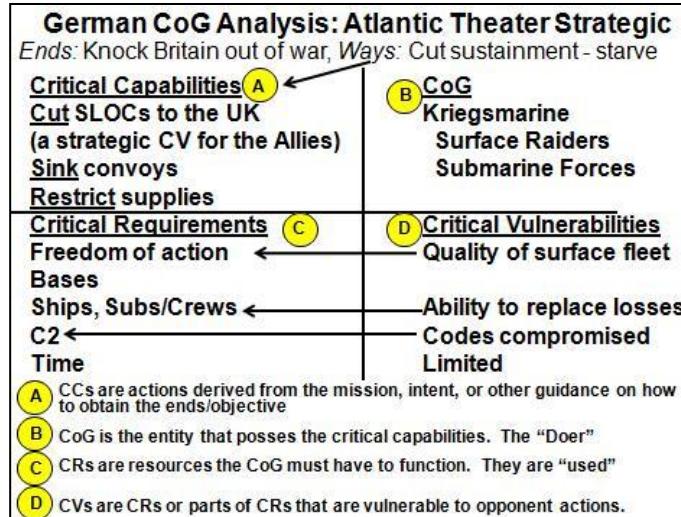
1. The strategic objective (**ends**) for the Germans was to knock Britain out of the war.
2. They chose to accomplish this objective by attacking Britain's CR for material by cutting sea lines of communication and otherwise restricting supplies (**ways**).
3. At the operational level the **critical capabilities (CC)** (A) needed to execute the chosen way was to cut or interrupt the SLOCs, by sinking supply convoys thus denying Britain life/war sustaining material.
4. The **primary means** that possessed this critical capability of cutting the SLOCs/sinking ships was the German Navy (B) hence it is the COG, initially it was both surface ships and submarines but it eventually fell largely to the submarine force. Their target was the merchant marine, not Allied fleets.
5. To operate effectively the German navy (Kriegsmarine) had **critical requirements (CR)** (C) some were also **vulnerable** (D) freedom of action, a critical requirement that proved to be vulnerable for a number of reasons primarily the larger Allied fleets. The Germans obviously needed subs and crews and the ability to replace their losses.
6. The Germans also needed but had vulnerabilities in ISR/C2 and the fact that their naval codes had been compromised. Time is listed as a CR and **critical vulnerability (CV)** since this battle was a race to either starve or feed Britain. Each needed to force the other to culminate before they themselves culminated. The **CR/CVs** are what the Germans needed to protect and the Allies to attack or exploit.

### COG Analysis Example Based Upon JP 5-0 and Mr. Dale Eikmeier

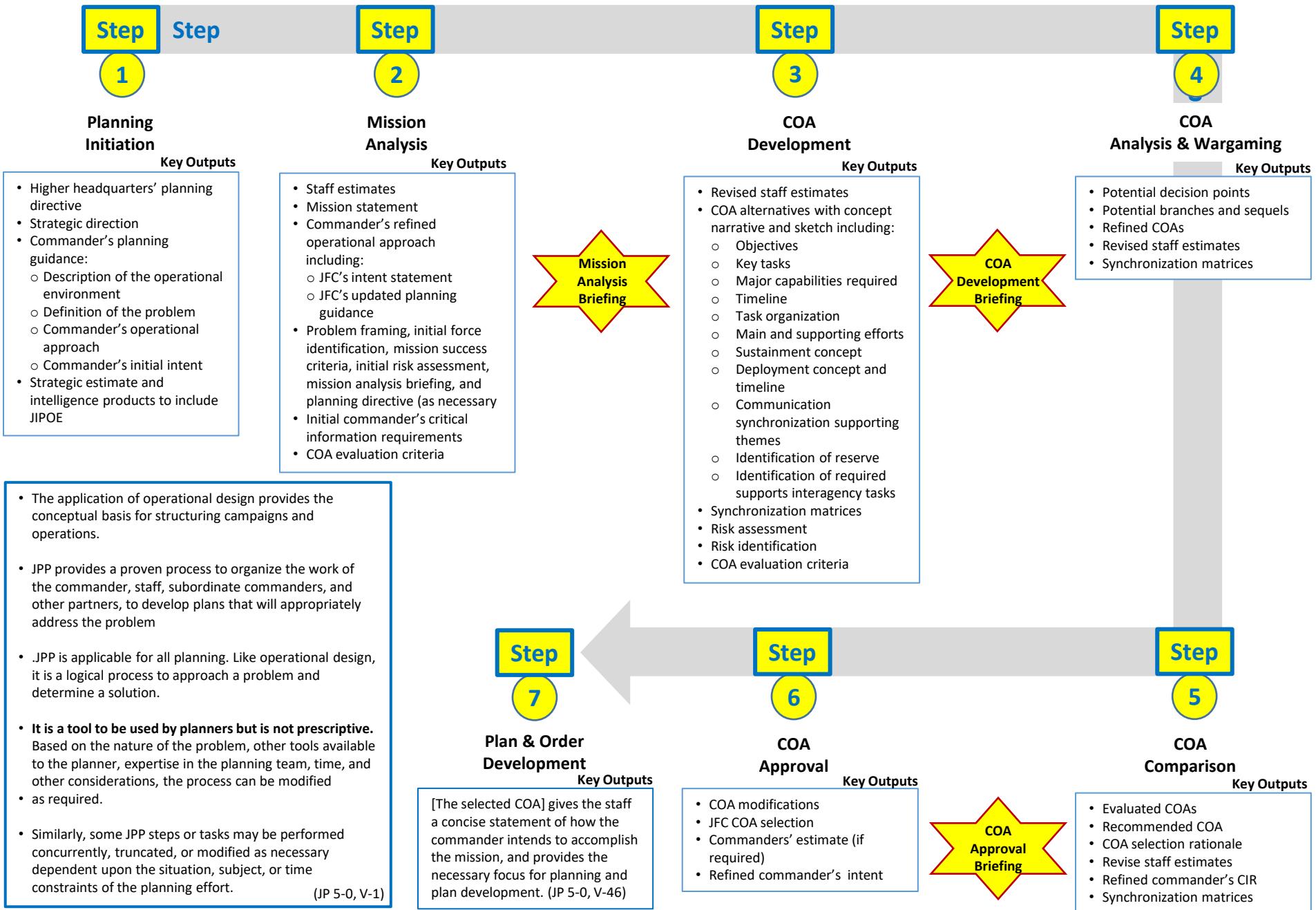
1. Identify the end state or goal.
2. List the ways with an effort to identify the Primary way that achieves the end state. It is also useful to think of the way as an action or verb because this will identify the critical capability.
3. List the resources or means required to execute and support the chosen way or critical capability. This is generally a list of things or nouns, although it may include some actions.
4. Select from the list of means that resource or thing that inherently posses and performs the critical capability to execute the chosen way. That resource is the center of gravity, all others are just requirements.

Note that the key step in this process is identifying the critical capability that is the way to achieve the goal.

**Identification of the critical capability must occur before identifying the CoG.** In fact identifying the CoG is the last step which is the reverse of doctrine's CoG and critical factor analysis. Another way to put this is ask what do I need to do to reach my objective, and what can do it? We can then validate our selection by using the does or uses test that separates the CoG from requirements.



# Joint Planning Process



# Joint Planning Process – Planning Initiation and Mission Analysis

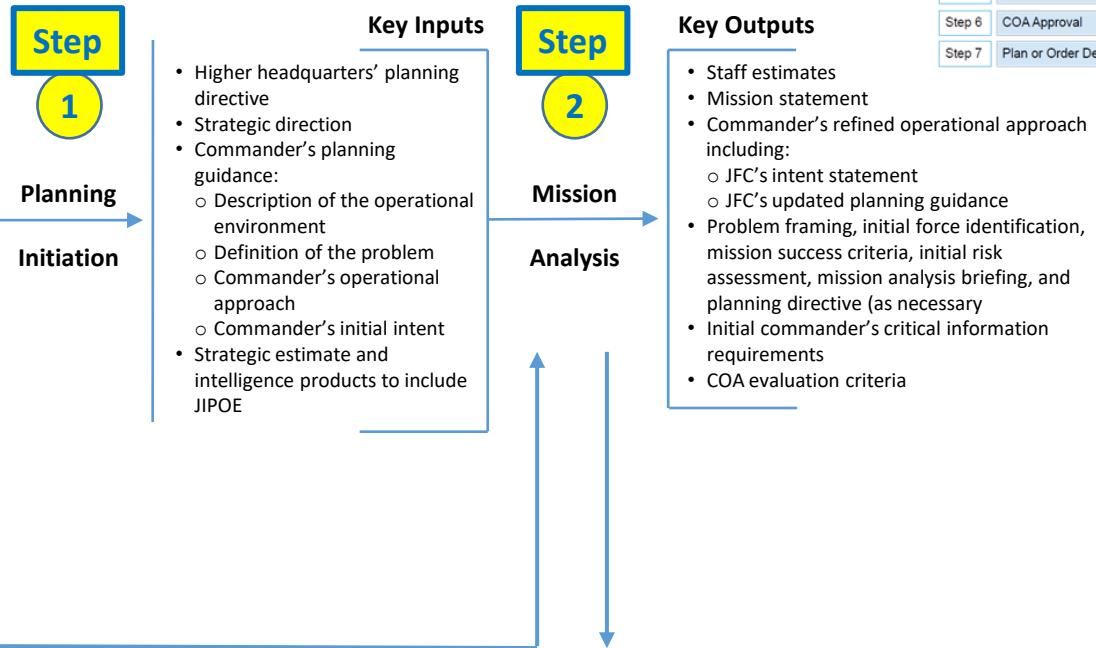
Step 1	Planning Initiation
Step 2	Mission Analysis
Step 3	Course of Action (COA) Development
Step 4	COA Analysis and Wargaming
Step 5	COA Comparison
Step 6	COA Approval
Step 7	Plan or Order Development

The joint force's mission is the task or set of tasks, together with the purpose, that clearly indicates the action to be taken and the reason for doing so. (JP 5-0, V-4)

Joint planning begins when an appropriate authority recognizes potential for military capability to be employed in support of national objectives or in response to a potential or actual crisis. **At the strategic level**, that authority—the President, SecDef, or CJCS—initiates planning by deciding to develop military options.

Presidential directives, NSS, UCP, GEF, JSCP, and related strategic guidance documents (e.g., SGs) serve as the primary guidance to begin planning.

CCDRs, subordinate commanders, and supporting commanders also initiate planning on their own authority when they identify a planning requirement not directed by higher authority. Additionally, analyses of the OE or developing or immediate crises may result in the President, SecDef, or CJCS directing military planning through a planning directive. (JP 5-0, V-4)



## Mission Analysis Activities

- Begin logistics supportability analysis.
- Analyze higher headquarters planning and strategic guidance.
- Review commander's initial planning guidance, including his initial understanding of the OE, of the problem, and description of the operational approach.
- Determine known facts and planning assumptions.
- Determine and analyze operational limitations.
- Determine specified, implied, and essential tasks.
- Develop mission statement.
- Conduct initial force identification.
- Develop risk assessment.
- Develop mission success criteria.
- Develop commander's critical information requirements.
- Prepare staff estimates.
- Prepare and deliver mission analysis brief.
- Publish commander's updated planning guidance, intent statement, and refined operational approach.

(JP 5-0, V-7)

## Example Mission Analysis Briefing

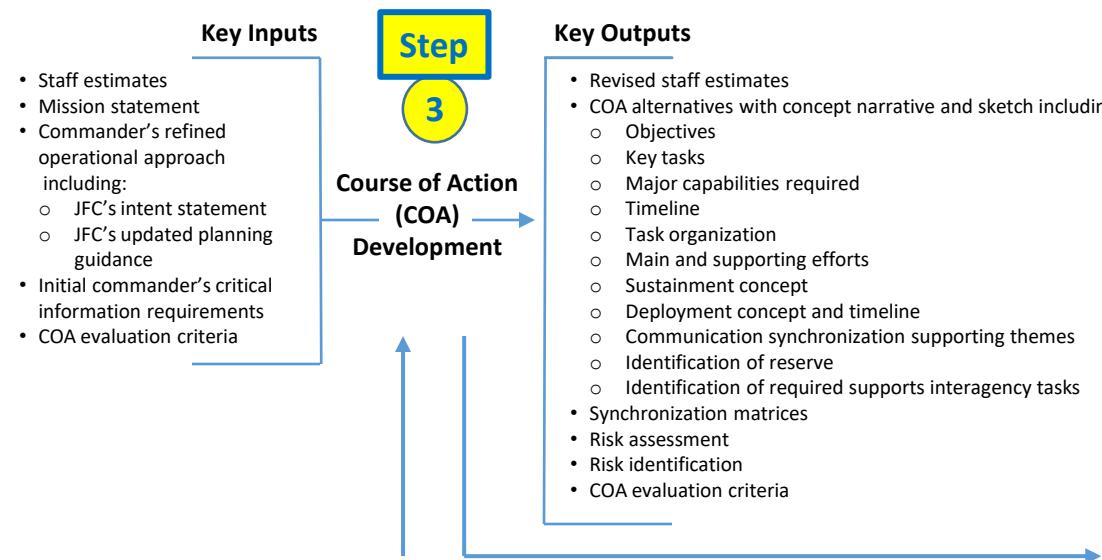
- Situation overview
  - OE (including JOA) and threat overview
  - PMESII strengths and weaknesses
  - Enemy (including COGs) and objectives
- Friendly assessment
  - Facts and assumptions
  - Limitations – constraints / restraints
  - Capabilities allocated
  - Legal considerations
- Communications synchronization
- Objectives, effects, and task analysis
  - US interagency objectives
  - Higher commander's objectives / mission / guidance
  - Objectives and effects
  - Specified / implied / essential tasks
  - Centers of gravity
- Operational Protection
  - Operational risk
  - Mitigation.
- Proposed initial commander's critical information requirements
- Mission
  - Proposed mission statement
  - Proposed commander's intent
- Command relationships
- Conclusion - Potential resource shortfalls
- Mission analysis approval and commander's course of action planning guidance

(JP 5-0, V-18)

# Joint Planning Process – COA Development

Step 1	Planning Initiation
Step 2	Mission Analysis
Step 3	Course of Action (COA) Development
Step 4	COA Analysis and Wargaming
Step 5	COA Comparison
Step 6	COA Approval
Step 7	Plan or Order Development

- A COA is a potential way (solution, method) to accomplish the assigned mission.
- The essential tasks identified during mission analysis (and embedded in the draft mission statement) must be common to all potential COAs. (JP 5-0, V-20)



## Step-by-Step Approach to COA Development

- Determine how much force will be needed in the theater at the end of the operation or campaign, what those forces will be doing, and how those forces will be postured geographically. Use troop-to-task analysis. Draw a sketch to help visualize the forces and their locations.
- Looking at the sketch and working backwards, determine the best way to get the forces postured in Step 1 from their ultimate positions at the end of the operation or campaign to a base in friendly territory. This will help formulate the desired basing plan.
- Using the mission statement as a guide, determine the tasks the force must accomplish en route to their locations/positions at the end of the operation or campaign. Draw a sketch of the maneuver plan. Make sure the force does everything the Secretary of Defense (SecDef) has directed the commander to do (refer to specified tasks from the mission analysis).
- Determine the basing required to posture the force in friendly territory, and the tasks the force must accomplish to get to those bases. Sketch this as part of the deployment plan.
- Determine if the planned force is enough to accomplish all the tasks SecDef has given the commander.
- Given the tasks to be performed, determine in what order the forces should be deployed into theater. Consider the force categories such as combat, protection, sustainment, theater enablers, and theater opening.
- The information developed should now allow determination of force employment, major tasks and their sequencing, sustainment, and command relationships.

(JP 5-0, V-24)

## Example COA Development Briefing

- Operations Directorate of a Joint Staff (J-3)/Plans Directorate of a Joint Staff (J-5)**
  - Context/background (i.e., road to war)
  - Initiation—review guidance for initiation
  - Strategic guidance—planning tasks assigned to supported commander, forces/resources apportioned, planning guidance, updates, defense agreements, theater campaign plan(s), Guidance for Employment of the Force/Joint Strategic Campaign Plan
  - Forces allocated/assigned
- Intelligence Directorate of a Joint Staff (J-2)**
  - Joint Intelligence Preparation of the Operational Environment
  - Enemy objectives
  - Enemy courses of action (COAs)—most dangerous, most likely; strengths and weaknesses
- J-3/J-5**
  - Update facts and assumptions
  - Mission statement
  - Commander's intent (purpose, method, end state)
  - End state: political/military
    - termination criteria
  - Center of gravity analysis results: critical factors; strategic/operational
  - Joint operations area/theater of operations/communications zone sketch
  - Shaping activities recommended (for current theater campaign plan)
  - Flexible deterrent options with desired effect
  - For each COA, sketch and statement by phase
    - task organization
    - component tasking
    - timeline
    - recommended command and control by phase
    - lines of operation/lines of effort
    - logistics estimates and feasibility
    - COA risks
    - synchronization matrices
  - COA summarized distinctions
  - COA priority for analysis
- Update Course of Action Development Briefing to Include:**
  - Red objectives
- Commander's Guidance**

(JP 5-0, V-30)

# Joint Planning Process – COA Analysis and Wargaming

Step 1	Planning Initiation
Step 2	Mission Analysis
Step 3	Course of Action (COA) Development
<b>Step 4</b>	<b>COA Analysis and Wargaming</b>
Step 5	COA Comparison
Step 6	COA Approval
Step 7	Plan or Order Development

- COA analysis should reaffirm the validity of the COA while answering ‘is the COA feasible, and is it acceptable?’
- Wargaming is a primary means to conduct this analysis.(JP 5-0, V-31)

## Key Inputs

### Step 4

#### Course of Action (COA) Analysis and Wargaming

## Key Outputs

- Potential decision points
- Potential branches and sequels
- Refined COAs
- Revised staff estimates
- Synchronization matrices

### The value of Wargaming

(JP 5-0, V-32)

COA wargaming allows the commander, staff, and subordinate commanders and their staffs to gain a common understanding of friendly and enemy COAs, and other actor actions that may (intentionally or otherwise) work in opposition to achieving the objectives or attaining desired end state conditions.

This common understanding allows them to determine the advantages and disadvantages of each COA and forms the basis for the commander's comparison and approval.

### Some Types of Wargaming

(JP 5-0, V-32)

- The analysis and wargaming process can be as simple as a detailed narrative effort that describes the action, probable reaction, counteraction, assets, and time used.
- A more comprehensive version is the “sketch-note” technique, which adds operational sketches and notes to the narrative process in order to gain a clearer picture.
- The most sophisticated form of wargaming is one where all competitors in a conflict are represented (and emulated to the best degree possible) and have equal decision space to enable a full exploration of the competition within the OE.
- Modeling and simulation are distinct and separate analytic tools and not the same as wargames.

### Wargaming is most effective when it contains

- People making decisions.
- A fair competitive environment (i.e., the game should have no rules or procedures designed to tilt the playing field toward one side or another).
- Adjudication.
- Consequences of actions.
- Iterative (i.e., new insights will be gained as games are iterated).

(JP 5-0, V-32)

### The three distinct manual wargaming methods

(The two forms of wargames are computer-assisted and manual.)

1. **Deliberate Timeline Analysis.** Consider actions day-by-day or in other discrete blocks of time. This is the most thorough method for detailed analysis when time permits.
2. **Phasing.** Used as a framework for COA analysis. Identify significant actions and requirements by functional area and/or joint task force (JTF) component.
3. **Critical Events/Sequence of Essential Tasks.** The sequence of essential tasks, also known as the critical events method, highlights the initial actions necessary to establish the conditions for future actions, such as a sustainment capability and engage enemy units in the deep battle area.

(JP 5-0, V-37)

### Sample Wargaming Steps

#### 1. Prepare for the Wargame

- Gather tools
- List and review opposing forces and capabilities
- List known critical events
- Determine participants
- Determine opposing course of action (COA) to wargame
- Select wargaming method
  - manual or computer-assisted
- Select a method to record and display wargaming results
  - narrative
  - sketch and note
  - war game worksheets
  - synchronization matrix

#### 2. Conduct Wargame and Assess Results

- Purpose of wargame (identify gaps, visualization, etc.)
- Basic methodology (e.g., action, reaction, counteraction)
- Record results

#### 3. Prepare Products

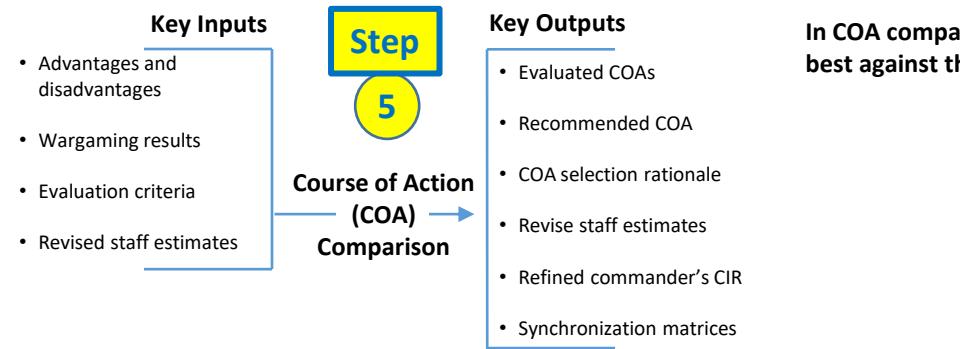
- Results of the wargame brief
  - potential decision points
  - evaluation criteria
  - potential branches and sequels
- Revised staff estimates
- Refined COAs
- Time-phased force and deployment data refinement and transportation feasibility
- Feedback through the COA decision brief

(JP 5-0, V-38)

# Joint Planning Process – COA Comparison

COA comparison is a **subjective process** whereby COAs are considered independently and evaluated/compared against a set of criteria that are established by the staff and commander. The objective is to identify and recommend the COA that has the highest probability of accomplishing the mission. (JP 5-0, V-42)

Step 1	Planning Initiation
Step 2	Mission Analysis
Step 3	Course of Action (COA) Development
Step 4	COA Analysis and Wargaming
Step 5	COA Comparison
Step 6	COA Approval
Step 7	Plan or Order Development



- The most common technique for COA comparison is the weighted numerical comparison, which uses evaluation criteria to determine the preferred COA based upon the wargame.
- COAs are not compared to each other directly until each COA is considered independently against the evaluation criteria.
- The CCDR may direct some of these criteria, but most criteria are developed by the JPG.
- Numerical methods are often mathematically deficient and can lead to incorrect or false conclusions (particularly given the inherently subjective numerical assignments).
- Experienced planners avoid numerical COA comparison methodology as overly simplistic. (JP 5-0, G1)

COA	Criteria 1		Criteria 2		Criteria 3	
	Advantages	Disadvantages	Advantages	Disadvantages	Advantages	Disadvantages
COA 1	• •	• •	• •	• •	• •	• •
COA 2	Advantages • •	Disadvantages • •	Advantages • •	Disadvantages • •	Advantages • •	Disadvantages • •
COA 3	Advantages • •	Disadvantages • •	Advantages • •	Disadvantages • •	Advantages • •	Disadvantages • •

COA	Criteria 1		Criteria 2		Criteria 3	
	Strengths	Weaknesses	Strengths	Weaknesses	Strengths	Weaknesses
COA 1	• •	• •	• •	• •	• •	• •
COA 2	Strengths • •	Weaknesses • •	Strengths • •	Weaknesses • •	Strengths • •	Weaknesses • •
COA 3	Strengths • •	Weaknesses • •	Strengths • •	Weaknesses • •	Strengths • •	Weaknesses • •

These examples are from JP 5-0, Appendix G).

Criteria	COA 1	COA 2
Casualty estimate	+	-
Casualty evacuation routes	-	+
Suitable medical facilities	0	0
Flexibility	+	-

		Course of Action					
Criteria	Weight	COA 1		COA 2		COA 3	
		Rating	Product	Rating	Product	Rating	Product
Exploits maneuver	2	3	6	2	4	1	2
Attacks COGs	3	2	6	3	9	1	3
Integrates maneuver and interdiction	2	2	4	3	6	1	2
Exploits deception	2	1	2	2	4	3	6
Provides flexibility	2	1	2	3	6	2	4
CSS (best use of transportation)	1	3	3	2	2	1	1
Total		12		15		9	
Weighted total			23		31		18

NOTE: The higher the number, the better.

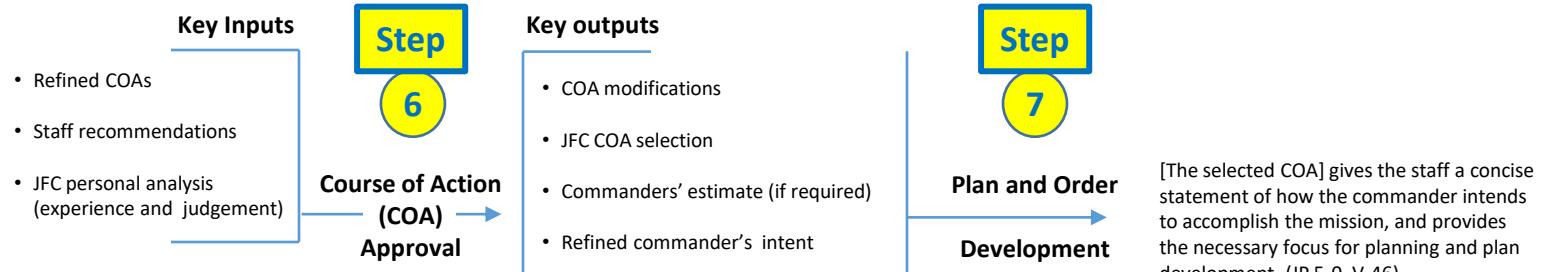
Evaluation Criteria	Weight	COA 1		COA 2		COA 3	
		Score	Weighted	Score	Weighted	Score	Weighted
Surprise	2	3	6	1.5	3	1.5	3
Risk	2	3	6	1	2	2	4
Flexibility	1	3	3	1.5	1.5	1.5	1.5
Retaliation	1	1.5	1.5	3	3	1.5	1.5
Damage to alliance	1	3	3	1.5	1.5	1.5	1.5
Legal basis	1	2	2	3	3	1	1
External support	1	3	3	2	2	1	1
Force protection	1	2.5	2.5	2.5	2.5	1	1
OPSEC	1	3	3	1.5	1.5	1.5	1.5
Total			30		20		16

NOTE: The higher the number, the better.

# Joint Planning Process – COA Approval and Plan or Order Development

Throughout the COA development process, the commander conducts an independent analysis of the mission, possible COAs, and relative merits and risks associated with each COA. The commander, upon receiving the staff's recommendation, combines personal analysis with the staff recommendation, resulting in a selected COA. (JP 5-0, V-46)

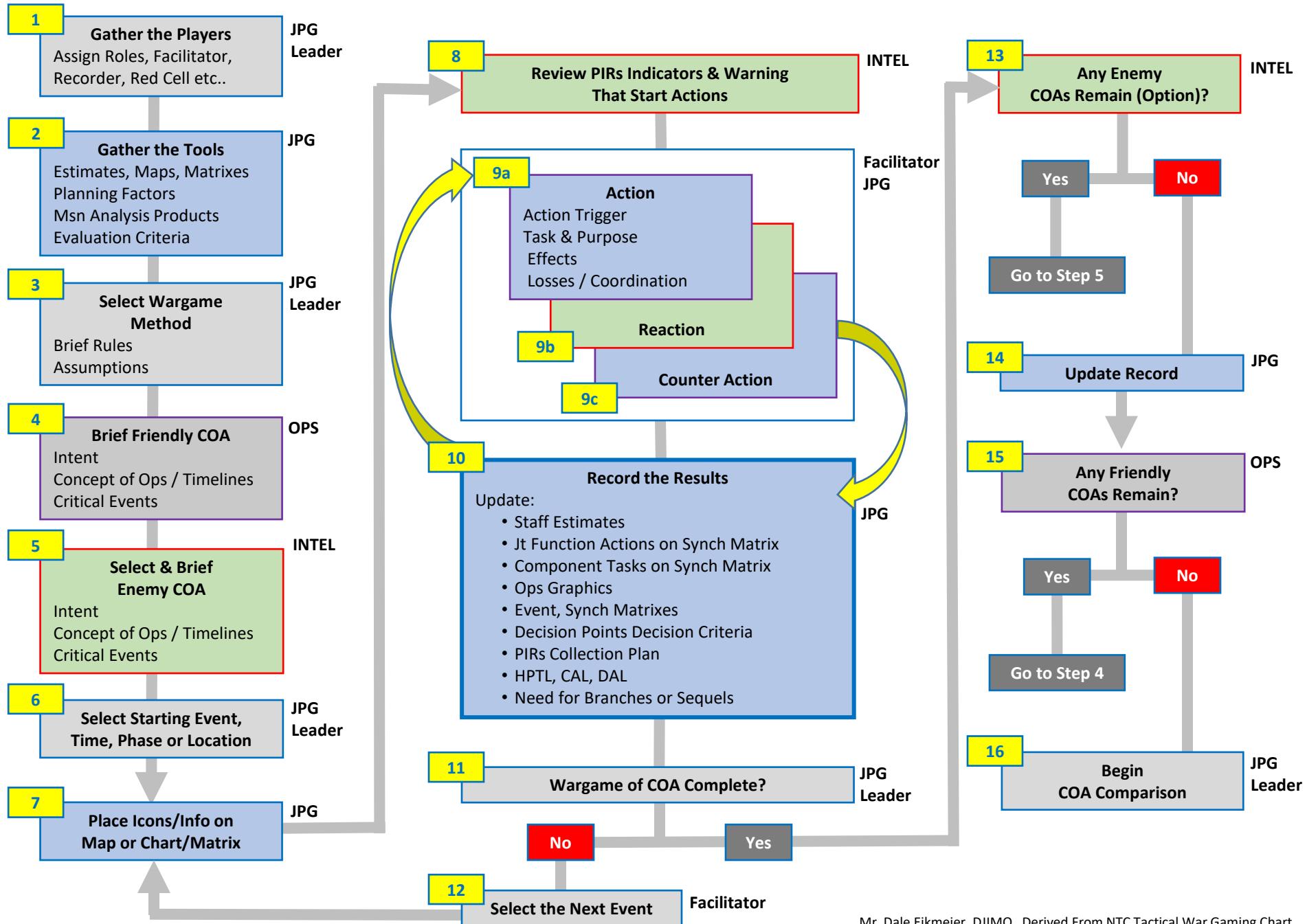
Step 1	Planning Initiation
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## Sample COA Approval Briefing Outline

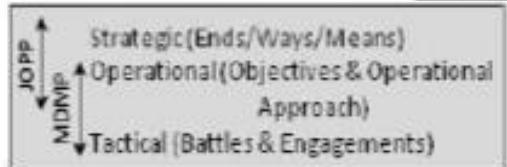
- Purpose of the briefing
- Opposing situation
  - Strength. A review of opposing forces, both committed and available for reinforcement
  - Composition. Order of battle, major weapons systems, and operational characteristics
  - Location and disposition. Ground combat and fire support forces; air, naval, and missile forces; logistics forces and nodes; command and control facilities; and other combat power
  - Reinforcements. Land; air; naval; missile; chemical, biological, radiological, and nuclear; other advanced weapons systems; capacity for movement of these forces
  - Logistics. Summary of opposing forces ability to support combat operations
  - Time and space factors. The capacity to move and reinforce positions
  - Combat efficiency. The state of training, readiness, battle experience, physical condition, morale, leadership, motivation, tactical doctrine, discipline, and significant strengths and weaknesses
- Friendly situation (similar elements as opposing situation)
- Mission statements
- Commander's intent statement
- Operational concepts and courses of action (COAs)
  - Any changes from the mission analysis briefing in the following areas:
    - Assumption
    - Limitations
    - Adversary and friendly centers of gravity
    - lines of operation/lines of effort
  - Present COAs. As a minimum, discuss:
    - COA# \_\_\_\_\_ (short name, e.g., "Simultaneous Assault")
    - COA statement (brief concept of operations)
    - COA sketch
    - COA architecture
      - task organization
      - command relationships
      - organization of the operational area
    - major differences between each COA
    - summaries of COAs
  - COA analysis
    - review of the joint planning group's wargaming efforts
    - add considerations from own experiences
  - COA comparisons
    - description of comparison criteria (e.g., evaluation criteria) and comparison methodology
    - weigh strengths and weaknesses with respect to comparison criteria
  - COA recommendations
    - staff
    - components

# Operational Level Wargaming Flow Chart – A Technique



# A Way to Think About JOPP & Campaign Planning

Dr. Steven Steven DMD 2015



## THE JOINT FUNCTIONS

C2 Fires  
M2 Sustainment  
Intel Protection

## Synchronize

## TASKS

UTL ROMO

## OBJECTIVES To Achieve

## EFFECTS CONDITIONS To Create

## THE ENDSTATE To Accomplish

## Risk Mitigation

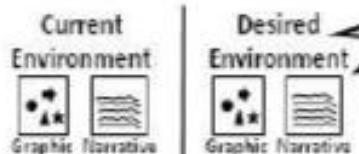
### JOPP ① Planning Initiation

- \* You must take a "systems approach" (RAFT).
- Design is Conceptual & is part of JOPP & MDMP.
- Design is collaborative.
- Design Assists the CDR in Developing Planning Guidance & CDR's Intent.

#### RAFT

- Relationships
- Actors
- Functions
- Tensions

#### DESIGN



### JOPP ② Mission Analysis

Initial Evaluation Criteria,  
MSN, & CDR's Intent.

### JOPP ③ COA Development

There is only one operational approach; COAs are ways to execute it.

Sequencing Ops & Decision SPT Matrix.

#### Sequencing Ops Matrix

Phase	0	1	2	3	4	5	Military End State
LCC			2	3	4		
MCC							
ACC		1					
SOCC							

Plan then...

#### CRITICAL FACTORS ANALYSIS

COG – A source of power that provides moral or physical strength, freedom of action, or will to act.

#### END STATE (OBJ):

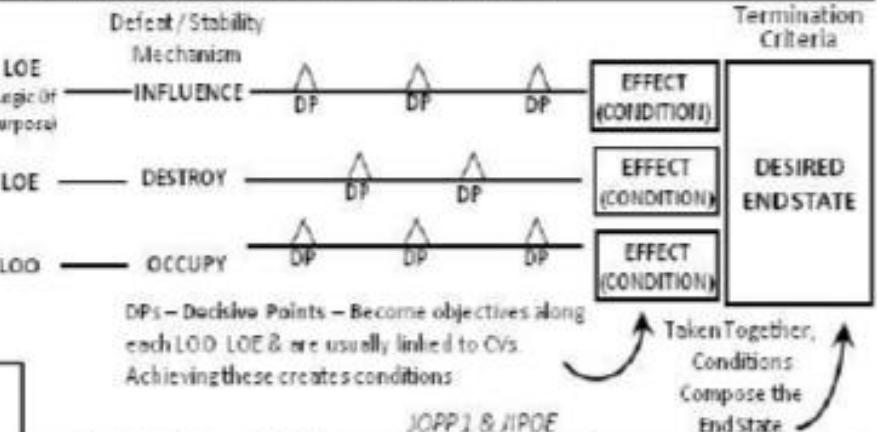
CC	CoG	CR	CV
Verb	Noun: The key that stands between us & our OBJ (Does/Uses)	Noun	Noun

CoG analysis assists in formulating LOOs LOEs & DPs along them.

At the operational level, CoGs are organizations—with guns, S, etc. (usually, a unit or force).

A critical output is vulnerabilities. Do we attack the enemy CoG directly or indirectly? How do we protect friendly CoGs?

#### THE OPERATIONAL APPROACH (One way to model it)



#### Decision Support Matrix

DP	Decision	Criteria	CDRs
1	Red Office Deleted	1 CDR's Position for negotiation is poor	PR – Red Office's Condition is terrible
2	Etc		
3			
4			

### JOPP ④ COA Analysis

COAs are evaluated against evaluation criteria. Analysis determines COA validity. Wargaming is a method that reveals: Decision Points, Branches / Sequels and RISK.

### JOPP ⑤ COA Comparison RISK & Mitigation

### JOPP ⑥ COA Approval

### JOPP ⑦ Plan / Order Development

## Combatant Commander's Perspective

## Operational Art

### C200 Lessons

**1** What's going on in the operational environment?

Tools for understanding and visualization:

- PMESII:**
- Political
  - Military
  - Economic
  - Social
  - Information
  - Infrastructure

#### ASCOPE:

- Area
- Structure
- Capabilities
- Organization
- People
- Events

#### RAFT:

- Relationships
- Actors
- Functions
- Tensions

#### DIME:

- |               |            |
|---------------|------------|
| • Diplomacy   | • Military |
| • Information | • Economic |

### C200 Lessons

**2** What guidance and direction do I have that should be helpful?

- National Security Strategy
- National Defense Strategy
- National Military Strategy
- Joint Strategic Campaign Plan
- Theater Strategy
- Combatant Command Campaign Plan
- Country Plans / Regional & Supporting Campaign Plans / Others...

#### Strategy:

- End-states
- Ends - Ways - Means
- Risk - Risk Mitigation

### C300 Lessons

**3** What operations and forces might be applicable?

#### ROMO:

- Military engagement, security cooperation, and deterrence
- Crisis response & limited contingency operations
- Large scale combat operations

#### Unified Action:

- Services
- Allies / Partners
- IA / IGOs / NGOs / businesses

### C501

**4** Planning... where to start, what do I bring and the staff need?

#### Operational Art:

- Skill
- Knowledge
- Experience
- Creativity
- Judgement

#### Operational Design framework:

- Understand the OE
- Understand strategic guidance
- Describe the problem(s)
- Develop a solution – operational approach

What do I need to provide the staff to aid in planning?

Operational Art + Operational Design = Operational Approach → Commander's Planning Guidance → Planning → Plans & Orders

# Operations

Multi-Domain  
Large Scale Combat Operations  
(MD-LSCO)

AOC

**C504**

**7** How do I provide for freedom of action, endurance, and the ability to extend operational reach??

#### Theater logistics analysis:

- HN support & logistic support agreements
- Strategic SPODs and APODs
- Pre-positioned & theater reserve stocks
- Joint logistics functions
- Logistics capability shortfalls

[JPP]...is not prescriptive. Based on the nature of the problem, other tools available to the planner, expertise in the planning team, time, and other considerations, the process can be modified as required.

**C503**

**6** What can we use as a logical process to approach a problem and determine a solution?

#### Joint Planning Process:

1. Planning Initiation
2. Mission analysis
3. COA development
4. COA analysis
5. COA comparison
6. COA approval
7. Plan & order development

**C502**

**5** What will help guide our thinking and give my operational approach and plan structure?

#### Elements of operational design:

- Direct & indirect approach
- Anticipation
- Operational reach
- Culmination
- Arranging operations
- Forces and functions
- Lines of operation & lines of effort
- Center of Gravity
- Decisive points

Systems / Complexity

Operational Art

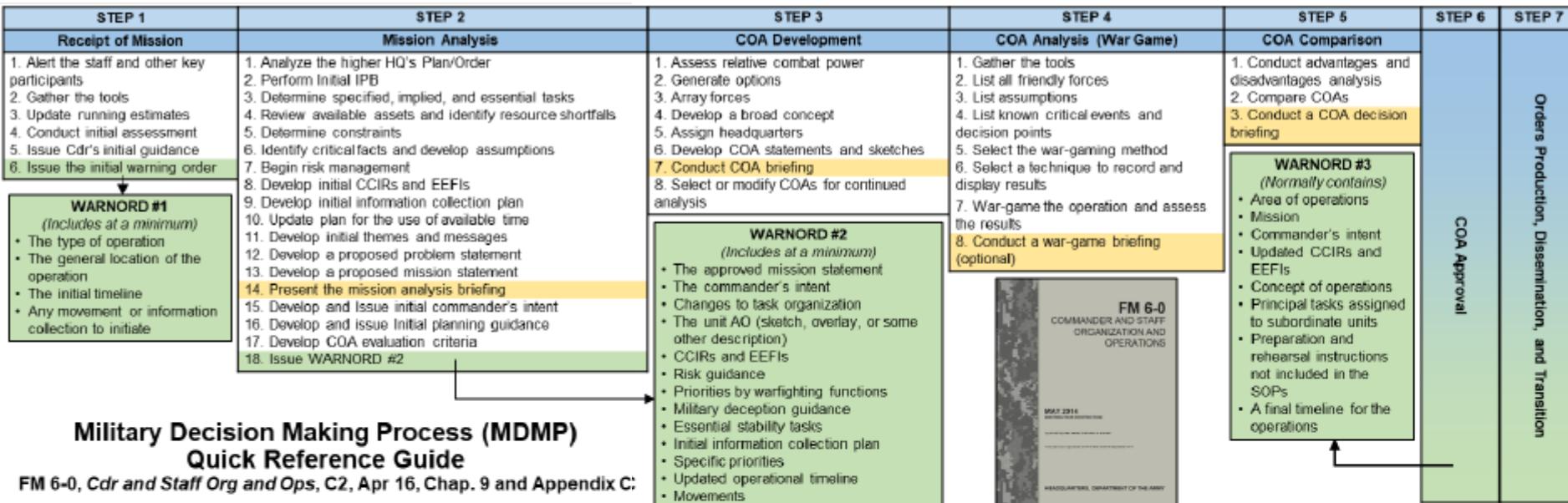
# CGSC DTAC Doctrine Mat

CGSOC DTAC Doctrine Mat v20

Updated: 14 August 2018

POC: Mr. Damien Fosmoe, damien.e.fosmoe.olv@mail.mil

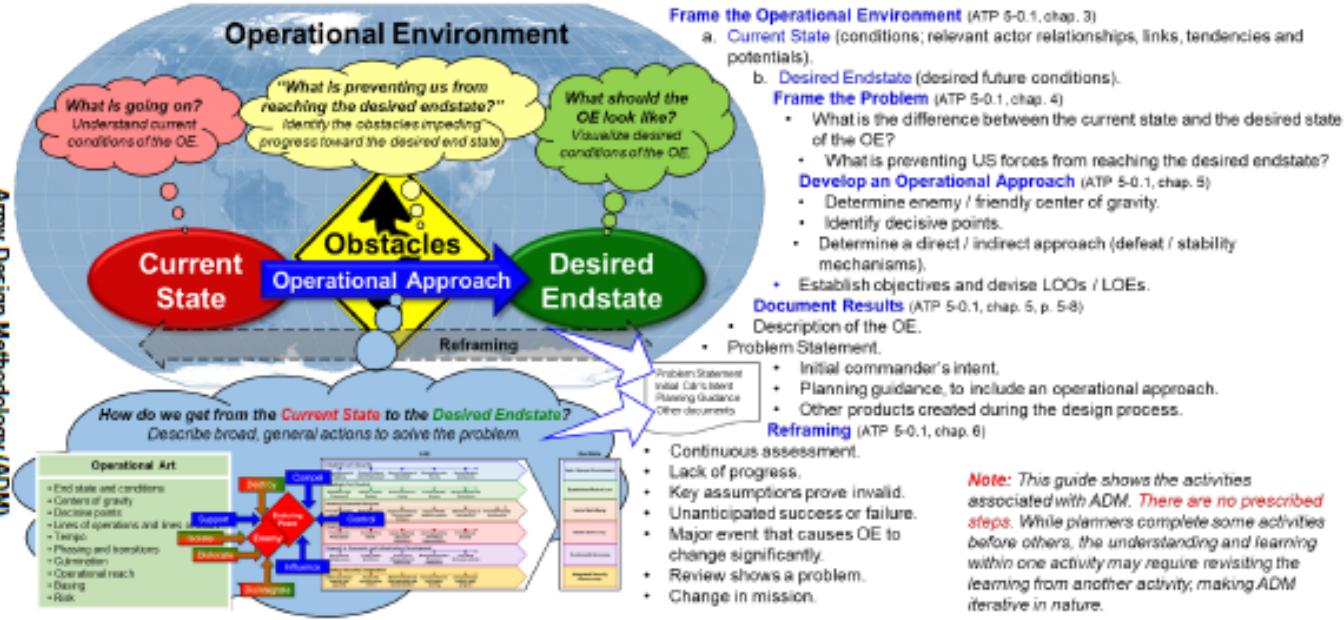
The conduct of joint ops... Unified Action (ADP 3-0)				Operations Structure (ADP 3-0)				Army Design Methodology (ATP 6-01.3)				Army Planning Processes			
The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.				Provide a broad process for conducting operations				Provide intellectual organization for common critical tasks				Troop Leading Procedures			
The Army's contribution to joint ops... (The Army's Operational Concept)				Operations Process				Combat Power				Types of Orders			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Plan				Warfighting functions				(FM 8-0)			
Executed through... Decisive Action Offense Defense Stability DSCA				Area of operations				Command and control				1. Receive the mission			
Guided by... Mission Command (Approach) (ADP 8-0)				- Army Design Methodology				Movement and maneuver				2. Issue a warning order			
Mission command is the Army's approach to decentralized decision-making and decentralized execution appropriate to the situation.				- MDMP				Intelligence				3. Make a tentative plan			
The Army's contribution to joint ops... (The Army's Operational Concept)				- TLPs				Fires				4. Initiate movement			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Prepare				Sustainment				5. Conduct reconnaissance			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Execute				Protection				6. Complete the plan			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Assess				Leadership				7. Issue the order			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Commander's Role in the Operations Process (UVDDDA)				Reframe as required				8. Supervise and refine			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				* Understand + Visualize + Describe + Direct + Lead + Assess				Types of Orders				(FM 8-0)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				* Note: Some purposes in ADP 3-0 (shown) differ slightly in wording from those in ADP 3-80. ADP 3-90 also lists two additional purposes, fix an enemy force in position, and set the conditions for successful future operations.				* Note: Some purposes in ADP 3-0 (shown) differ from those in ADP 3-90. See ADP 3-90 for differences.				(FM 8-0)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Decisive Action (Offense) (ADP 3-0 and ADP 3-80)				Decisive Action (Defense) (ADP 3-0, ADP 3-80 and FM 3-80-1)				Decisive Action (DSCA) (ADP 3-0 and ADP 3-80)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Purposes*				Purposes*				Characteristics			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Dislocate, isolate, disrupt, and destroy enemy forces.				Types of Offensive Ops				Characteristics			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Seize key terrain.				- Audacity				Forms of Defense			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Deprive the enemy of resources.				- Concentration				- Defense of a linear obstacle			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Refine intelligence.				- Surprise				- Perimeter defense			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Deceive and divert the enemy.				- Tempo				- Reverse slope defense			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Provide a secure environment for stability tasks.				- Ambush				- Battle Positions			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				* Note: Some purposes in ADP 3-0 (shown) differ slightly in wording from those in ADP 3-80. ADP 3-90 also lists two additional purposes, fix an enemy force in position, and set the conditions for successful future operations.				- Counterattack				- Ambush			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Demonstration				- Infiltration				- Primary			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Feint				- Penetration				- Alternate			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Raid				- Turning movement				- Supplementary			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Spoiling attack				* Note: Some purposes in ADP 3-0 (shown) differ from those in ADP 3-90. See ADP 3-90 for differences.				- Subsequent			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				* Note: Some purposes in ADP 3-0 (shown) differ slightly in wording from those in ADP 3-80. ADP 3-90 also lists two additional purposes, fix an enemy force in position, and set the conditions for successful future operations.				- Pursuit				- Strong point			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Decisive Action (Stability) (ADP 3-0 and ADP 3-80)				Decisive Action (Stability) (ADP 3-0 and ADP 3-80)				Decisive Action (DSCA) (ADP 3-0 and ADP 3-80)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Purposes				Stability Ops Tasks				Characteristics			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Provide a secure environment				Fundamentals				Forms of Defense			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Centers of gravity				- Conflict transformation				- Defense of a linear obstacle			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Decisive points				- Unity of effort				- Perimeter defense			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Lines of operations and lines of effort				- Building host-nation capacity and capabilities				- Reverse slope defense			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Gain support for HN govt				- Host-nation ownership and legitimacy				- Battle Positions			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Shape the environment for interagency and HN success				- Conduct security, build partner capacity, and provide access				- Primary			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Refine intelligence				- Conduct security cooperation				- Alternate			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Enabling Operations (ADP 3-0)				Troop Movement (ADP 3-0)				- Supplementary			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Reconnaissance				- Administrative				- Deceive			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Zone recon				- Approach March				- Delay			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Area Recon				- Tactical Road March				- Dem			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Recon in force				Relief in Place				- Maneuver			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Special recon				- Sequential				- Staggered			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Security				Passage of Lines (POL)				Mobility Tasks (ATP 3-80.4)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Screen				- Forward POL				- Conduct breaching			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Guard				- Reinward POL				- Conduct clearing (areas/routes)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Cover				Gap Crossing Fundamentals (ATP 3-80.4)				- Construct and maintain combat roads and trails			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Areas				- Extensive prep (less for hasty crossing)				- Construct and maintain forward airfields and landing zones			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Structures				- Flexible planning				- Conduct traffic management and enforcement			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Organizations				- Traffic management				- Counter mobility tasks			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- People				- Maintenance				(ATP 3-80.8)			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Events				- Transportation				- Site obstacles			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				Intel WiFi Tasks				- Supply				- Conduct emplace, or detonate obstacles			
The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape the operational environment, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action.				- Provide intel to force generation											



## Military Decision Making Process (MDMP) Quick Reference Guide

FM 6-0, Cdr and Staff Org and Ops, C2, Apr 16, Chap. 9 and Appendix C

<p><b>Step 2 – Process Action 14</b>  <b>Mission Analysis Briefing Format (proposed):</b></p> <ul style="list-style-type: none"> <li>Mission and commander's intent of the HQs two echelons up.</li> <li>Mission, commander's intent, and concept of operations of the HQs one level up.</li> <li>Proposed problem statement.</li> <li>Proposed mission statement.</li> <li>Review of the commander's initial guidance.</li> <li>Initial IPB products, including civil considerations that impact the conduct of operations.</li> <li>Specified, implied, and essential tasks.</li> <li>Pertinent facts and assumptions.</li> <li>Constraints.</li> <li>Forces available and resource shortfalls.</li> <li>Initial risk assessment.</li> <li>Proposed themes and messages.</li> <li>Proposed CCIRs and EEFIs.</li> <li>Initial information collection plan.</li> <li>Recommended timeline, and collaborative planning sessions.</li> <li>Proposed evaluation criteria.</li> </ul>	<p><b>Step 3 – Process Action 7</b>  <b>COA Briefing Format:</b></p> <ul style="list-style-type: none"> <li>Updated IPB (only significant changes).</li> <li>Possible threat COAs.</li> <li>The approved problem statement and mission statement.</li> <li>The Cdr's and higher Cdr's intent.</li> <li>COA statements and sketches, including lines of effort if used.</li> <li>The rationale for each COA, including—           <ul style="list-style-type: none"> <li>Considerations that might affect enemy COAs.</li> <li>Critical events for each COA.</li> <li>Deductions resulting from the relative combat power analysis.</li> <li>The reason units are arrayed as shown on the sketch.</li> <li>The reason the staff used the selected control measures.</li> <li>The impact on civilians.</li> <li>How the COA accounts for minimum essential stability tasks.</li> <li>New facts and new/updated assumptions.</li> <li>Refined COA evaluation criteria.</li> </ul> </li> </ul>	<p><b>Step 4 – Process Action 8</b>  <b>War-game briefing Format:</b></p> <ul style="list-style-type: none"> <li>Higher HQ's mission, commander's intent, and military deception plan.</li> <li>Updated IPB.</li> <li>Friendly and enemy COAs that were war-gamed, including—           <ul style="list-style-type: none"> <li>Critical events.</li> <li>Possible enemy actions and reactions.</li> <li>Possible impact on civilians.</li> <li>Possible media impacts.</li> <li>Modifications to the COAs.</li> <li>Strengths and weaknesses.</li> <li>Results of the war game.</li> <li>War-gaming technique used.</li> </ul> </li> </ul>	<p><b>Step 5 – Process Action 3</b>  <b>COA Decision Briefing Format:</b></p> <ul style="list-style-type: none"> <li>The commander's intent of the higher and next higher commanders.</li> <li>The status of the force and its components.</li> <li>The current IPB.</li> <li>The COAs considered, including—           <ul style="list-style-type: none"> <li>Assumptions used.</li> <li>Results of running estimates.</li> <li>A summary of the war game for each COA, including critical events, modifications to any COA, and war-game results.</li> <li>Advantages and disadvantages (including risks) of each COA.</li> <li>The recommended COA. If a significant disagreement exists, then the staff should inform the commander and, if necessary, discuss the disagreement.</li> </ul> </li> </ul>	<p><b>Plans and Orders Format (Appendix C)</b>  <b>Base OPORD</b></p> <ol style="list-style-type: none"> <li>SITUATION</li> <li>MISSION</li> <li>EXECUTION</li> <li>SUSTAINMENT</li> <li>COMMAND &amp; SIGNAL</li> </ol> <p><b>ANNEXES:</b></p> <table border="0"> <tr> <td>A. Task Organization</td> <td>N. Space Operations</td> </tr> <tr> <td>B. Intelligence</td> <td>O. Not Used</td> </tr> <tr> <td>C. Operations</td> <td>P. Host-Nation Support</td> </tr> <tr> <td>D. Fires</td> <td>Q. Knowledge Mgt</td> </tr> <tr> <td>E. Protection</td> <td>R. Reports</td> </tr> <tr> <td>F. Sustainment</td> <td>S. Special Technical Operations</td> </tr> <tr> <td>G. Engineer</td> <td>T. Spare</td> </tr> <tr> <td>H. Signal</td> <td>U. Inspector General</td> </tr> <tr> <td>I. Not Used</td> <td>V. Interagency Coordination</td> </tr> <tr> <td>J. Public Affairs</td> <td>W. Operational Contract Support</td> </tr> <tr> <td>K. Civil Affairs</td> <td>X. Spare</td> </tr> <tr> <td>L. Information Collection</td> <td>Y. Spare</td> </tr> <tr> <td>M. Assessment</td> <td>Z. Distribution</td> </tr> </table>	A. Task Organization	N. Space Operations	B. Intelligence	O. Not Used	C. Operations	P. Host-Nation Support	D. Fires	Q. Knowledge Mgt	E. Protection	R. Reports	F. Sustainment	S. Special Technical Operations	G. Engineer	T. Spare	H. Signal	U. Inspector General	I. Not Used	V. Interagency Coordination	J. Public Affairs	W. Operational Contract Support	K. Civil Affairs	X. Spare	L. Information Collection	Y. Spare	M. Assessment	Z. Distribution
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## Consolidated Common Mission / Operations Graphics

ADP 3-80, Offense and Defense, Jul 15, pp. 3-3, 4-3, and 5-1  
ADP 1-02, Terms and Military Symbols; Aug 18, chap. 9

Task	Symbol	Task	Symbol	Task	Symbol	Task	Symbol
Tactical Mission Tasks		Disrupt	→ ◊	Seize	○ ↗	Offensive Operations (Variations of the Attack)	
Attack by Fire	→◊	Exfiltrate (Symbol not in current ADP 1-02)	← EX —	Support by Fire	↔ ◊	Ambush	→ ◊
Block (Symbol not in current ADP 1-02)	—□—◊	Fix	—F— ↗ ◊	Suppress	× ◊	Counterattack	→ DAD → ◊
Breach	□ ↗ ◊	Follow and Assume	□ →	Turn (not the same as turning/movement)	◊ ↗ T	Demonstration	← DEN ↗ ◊
Bypass	□ ↘ ◊	Follow and Support	□ →	Enabling Operations (Passage of Lines and Relief in Place Ops)		Feint	→ ↗ ◊
Canalize	□ ↗ ◊	Interdict	→ ◊	Passage of Lines (Fwd)	○ ↗ P(F)	Defensive Operations (Variations of the Retrograde)	
Clear	—C—◊	Isolate	○ ◊	Passage of lines (rear)	← P(R)	Delay	← D —◊
Contain	○ ◊	Neutralize	× ◊	Relief in Place	□ RP □	Retirement	← R —◊
Control (Symbol not in current ADP 1-02)	○ C ○	Occupy	○	Enabling Operations (Security Operations)		Withdrawal	← W —◊
Defeat	No symbol	Reduce	No symbol	Screen	← S — S — Z	Withdrawal under pressure	← WP —◊
Destroy	× ◊	Retain	○ ↗	Guard	← G — G — Z	Task / Mission Purposes	
Disengage	← DS —◊	Secure	○ ↗	Cover	← C — C — Z	Allow	Divert
						Cause	Draw
						Create	Enable
						Decisive	Influence
						Deny	Open
						Prevent	Protect
						Support	Surprise

# Overview of the MDMP

## INPUT

- HIGHER HQ PLAN or ORDER or NEW MISSION ANTICIPATED by the COMMANDER
- COMMANDER's INITIAL GUIDANCE
- HIGHER HQ PLAN or ORDER
- HIGHER HQ KNOWLEDGE and INTEL PRODUCTS
- KNOWLEDGE PRODUCTS from OTHER ORGANIZATIONS
- ADM PRODUCTS
- MISSION STATEMENT
- INITIAL COMMANDER'S INTENT, PLANNING GUIDANCE, CCIrS, and EEFIs
- UPDATED IPB and RUNNING ESTIMATES
- ASSUMPTIONS
- EVALUATION CRITERIA for COAs
- UPDATED RUNNING ESTIMATES
- REVISED PLANNING GUIDANCE
- COA STATEMENTS and SKETCHES
- UPDATED ASSUMPTIONS
- UPDATED RUNNING ESTIMATES
- Refined COAs
- EVALUATION CRITERIA
- WAR-GAME RESULTS
- UPDATED ASSUMPTIONS
- UPDATED RUNNING ESTIMATES
- EVALUATED COAs
- RECOMMENDED COAs
- UPDATED ASSUMPTIONS
- CDR-SELECTED COA and any MODIFICATIONS
- Refined CDR's INTENT, CCIrS, and EEFIs
- UPDATED ASSUMPTIONS

## STEP

### 1 - RECEIPT OF MISSION

**WARNORD 1**

### 2 - MISSION ANALYSIS

**WARNORD 2**

### 3 - COA DEVELOPMENT

### 4 - COA ANALYSIS (WAR-GAME)

### 5 - COA COMPARISON

### 6 - COA APPROVAL

**WARNORD 3**

### 7 - ORDERS PRODUCTION, DISSEMINATION, AND TRANSITION

- COMMANDER'S INITIAL GUIDANCE
- INITIAL ALLOCATION of TIME

- PROBLEM STATEMENT
- MISSION STATEMENT
- INITIAL COMMANDER'S INTENT
- INITIAL PLANNING GUIDANCE
- INITIAL CCIrS and EEFIs
- UPDATED IPB and RUNNING ESTIMATES
- ASSUMPTIONS

- EVALUATION CRITERIA for COAs
- COA STATEMENTS and SKETCHES
- TENTATIVE TASK ORGANIZATION
- BROAD CONCEPT of OPERATIONS
- REVISED PLANNING GUIDANCE
- UPDATED ASSUMPTIONS

- Refined COAs
- POTENTIAL DECISION POINTS
- WAR-GAME RESULTS
- INITIAL ASSESSMENT MEASURES
- UPDATED ASSUMPTIONS

- EVALUATED COAs
- RECOMMENDED COAs
- UPDATED RUNNING ESTIMATES
- UPDATED ASSUMPTIONS

- CDR-APPROVED COA and any MODIFICATIONS
- Refined COMMANDER'S INTENT, CCIrS, and EEFIs
- UPDATED ASSUMPTIONS

- APPROVED OPERATION PLAN or ORDER
- SUBORDINATES UNDERSTAND the PLAN or ORDER

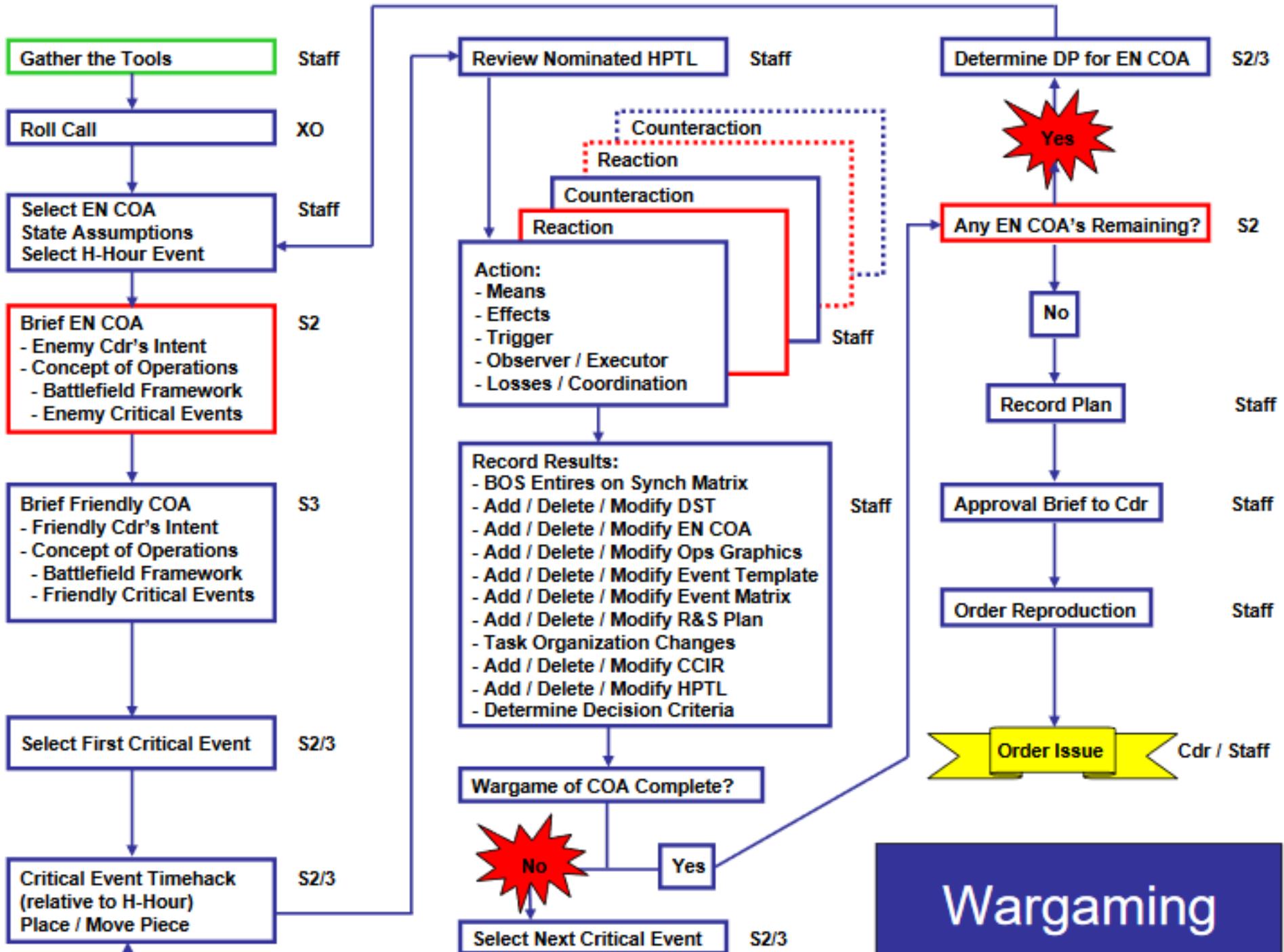
ADRP 5-0, *The Operations Process*, May 12, fig 2-6, p. 2-12

FM 6-0, *Cdr and Staff Org and Ops*, May 14, w/C2, modified from fig 9-1, p. 9-3

## MDMP Key Concepts:

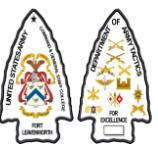
- **The Commander's Role in MDMP.** The role of the commander in mission command is to direct and lead from the beginning of planning throughout execution, and to assess continually. To ensure mission accomplishment, the commander understands, visualizes, describes, directs, leads, and assesses operations.
- **The Staff's Role in MDMP.** The staff's effort during the MDMP focuses on helping the commander understand the situation, making decisions, and synchronizing those decisions into a fully developed plan or order. The Chief of Staff (CoS) or Executive Officer (XO) manages and coordinates the staff's work and provides quality control.
- **Commander, Staff, and Subordinate Interaction.** The MDMP is designed to facilitate interaction between the commander, staff, and subordinate headquarters throughout planning.
- **Performing the MDMP.** The MDMP consists of seven steps. The commander and staff perform these steps sequentially; however, there may not be distinct points at which one step ends and another begins.







# Five Paragraph Operations Plan/Order



## Task Organization (Annex A)

### 1. Situation

- a. Area of Interest (Annex B)
- b. Area of Operations (Annex C)
- c. Enemy Forces (Annex B)
- d. Friendly Forces
- e. Interagency, Intergovernmental, and Nongovernmental Organizations (Annex V)
- f. Civil Considerations (Annex B)
- g. Attachments/Detachments (Annex A)
- h. Assumptions

### 2. Mission

### 3. Execution

- a. Commander's Intent
- b. Concept of Operations (Annex C)
- c. Scheme of Movement and Maneuver (Annex C)
- d. Scheme of Intelligence (Annex B)
- e. Scheme of Fires (Annex D)
- f. Scheme of Protection (Annex E)
- g. Cyber Electromagnetic Activities (Annex C and H)
- h. Stability Tasks (Annex C & K)
- i. Assessment (Annex M)
- j. Tasks to Subordinate Units
- k. Coordinating Instructions

FM 6-0, *Cdr and Staff Org and Ops*, C2, Apr 16, Appendix C, pp. C-11 to C-21

### 4. Sustainment (Concept)(Annex F)

- a. Logistics
- b. Personnel
- c. Health Service Support

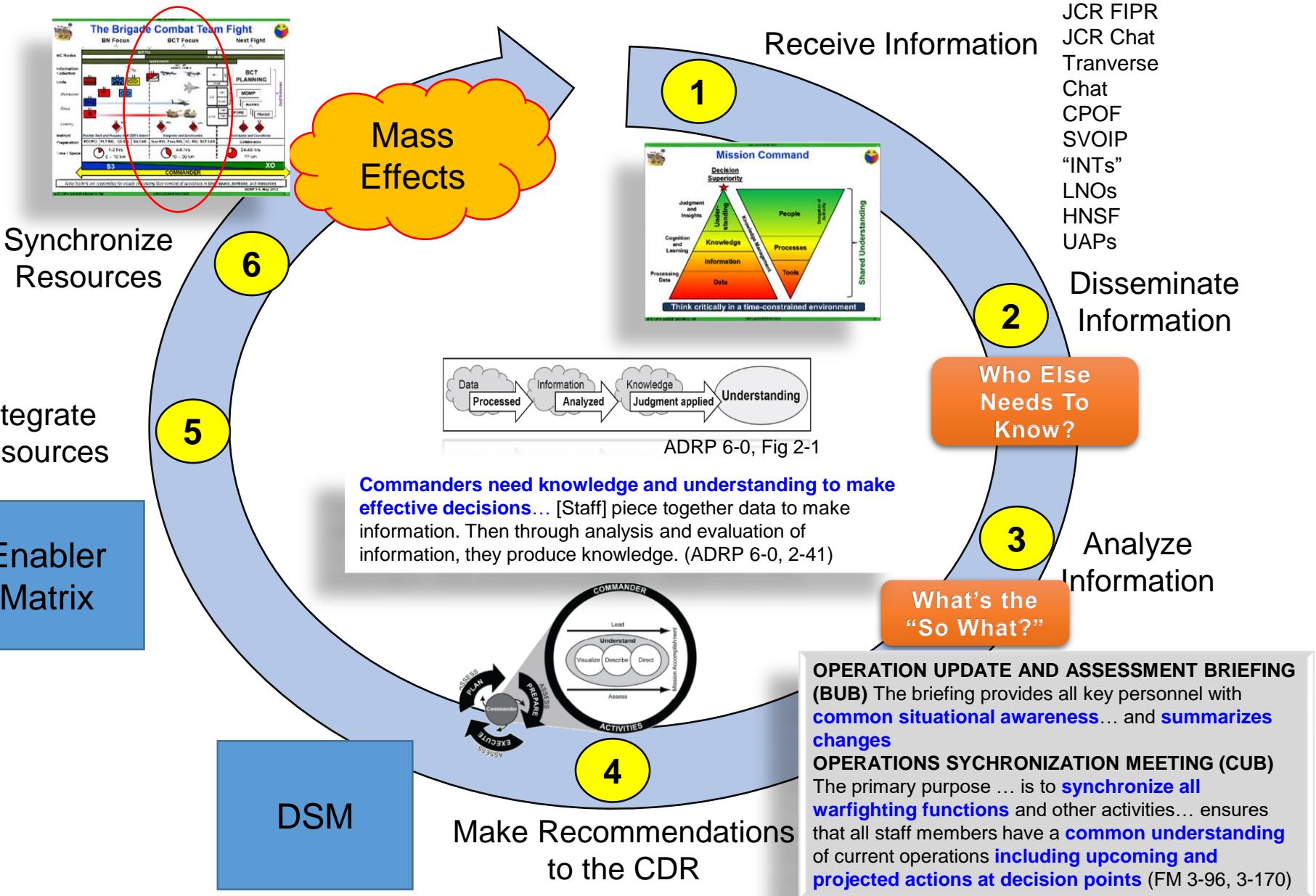
### 5. Command and Control

- a. Command
- b. Control
- c. Signal (Annex H)

#### Annexes:

- A Task Organization
- B Intelligence
- C Operations
- D Fires
- E Protection
- F Sustainment
- G Engineer
- H Signal
- J Public Affairs
- K Civil Affairs Operations
- L Information Collection
- M Assessment
- N Space Operations
- P Host-Nation Support
- Q Knowledge Management
- R Reports
- S Special Technical Operations
- U Inspector General
- V Interagency Coordination
- W Operational Contract Support
- Z Distribution

## **Role of the Main CP**



# TOC and TAC Utilization

What are some problems?



- Who has the fight?
- If the TAC has the Current Fight, what is the TOC's role?
- When is the best time to jump the TOC? (Risk verse Reward)
- How much cognitive band width is available in each Mission Command node?
- What can they effectively manage?
- Who manages products?



## TOC

Able to Fight both the Close Fight, the Deep Fight, Battle Track, and conduct continuous MDMP (Next 96 hrs Cycle)

### Key Leaders:

XO

S2

S4

FSO

JCR

CPOF

HF

AFTADS

DSGAS

NIPR

VTC

TACSAT

SIPR

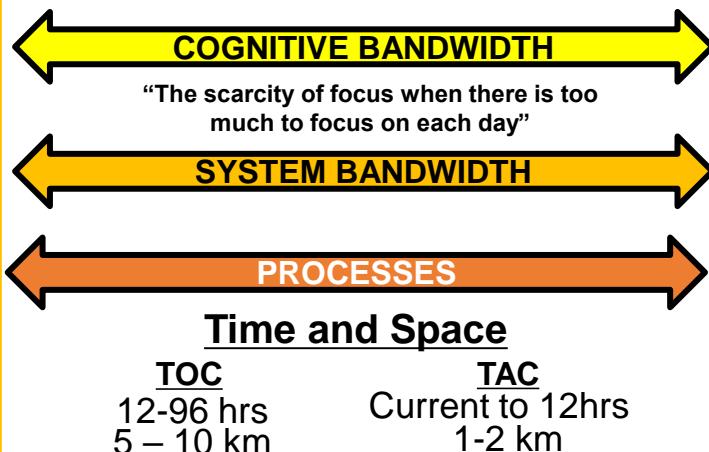
### Products Managed

Common Operational Picture

Running Estimates by WFF

Task Organization

MED/LOGCOP



## TAC

Able to fight the close fight and battle-track

### Key Leaders:

BN CDR

S3

FSNCO

JCR

HF

TACSAT

### Products Managed

Common Operational Picture

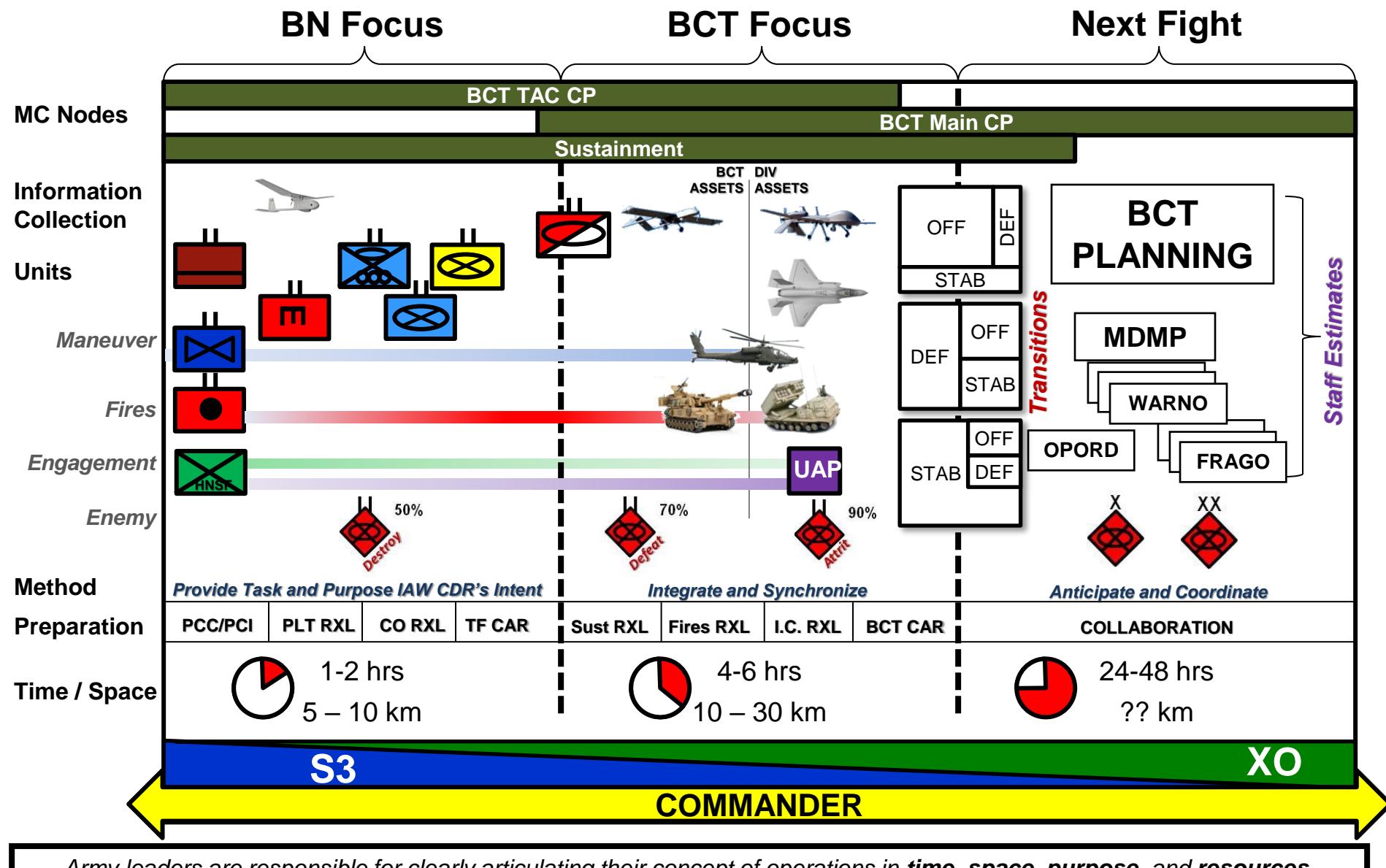
Combat Power

Fires Synch Matrix

ENYSITEMP

Elements of Decisive Action				6 Functions of a Command Post:	
Offensive operations	Defensive operations	Stability operations tasks	Defensive support of civil authorities tasks	<p><b>1. Receive information.</b></p> <ul style="list-style-type: none"> <li>➢ Reports from COs (LOGSTAT, PERSTAT, Contact Reports, Movement Reports, etc...)</li> <li>➢ Receive messages, reports, and orders from subordinate units and higher headquarters.</li> <li>➢ Monitor tactical situation.</li> <li>➢ Maintain a journal of all significant activities and reports.</li> <li>➢ Maintain and update unit locations and activities.</li> <li>➢ Monitor enemy situation.</li> <li>➢ Maintain a status of critical classes of supplies.</li> </ul>	
<ul style="list-style-type: none"> <li>• Movement to Contact</li> <li>Search and Attack</li> <li>Cordon and Search</li> <li>• Attack <ul style="list-style-type: none"> <li>Ambush</li> <li>Counterattack</li> <li>Demonstration</li> <li>Faint</li> <li>Raid</li> <li>Spoiling attack</li> </ul> </li> <li>• Exploitation</li> <li>• Pursuit <ul style="list-style-type: none"> <li>Frontal</li> <li>Combination</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Area Defense</li> <li>• Mobile Defense</li> <li>• Retrograde</li> </ul>	<ul style="list-style-type: none"> <li>Delay</li> <li>Withdraw</li> <li>Retirement</li> </ul>	<ul style="list-style-type: none"> <li>Establish civil security</li> <li>Support to civil control</li> <li>Restore essential services</li> <li>Support to governance</li> <li>Support to economic and infrastructure development</li> <li>Conduct security cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Provide support for Domestic disasters</li> <li>Provide support for domestic chemical, biological, radiological, and nuclear incidents</li> <li>Provide support for domestic civilian law enforcement agencies</li> <li>Provide other designated domestic support</li> </ul>	<p><b>2. Distribute information.</b></p> <ul style="list-style-type: none"> <li>➢ LOGSTAT / PERSTAT from Main CP to CTCP and FTCP</li> <li>➢ Movement reports, 8 forms of contact report, and SITREPs over appropriate NET and monitored by all CPs</li> <li>➢ Submit reports to higher headquarters.</li> <li>➢ Serve as a communications relay between units.</li> <li>➢ Publish orders and instructions.</li> <li>➢ Process and distribute information to appropriate units or staff sections.</li> </ul>
Enabling operations				<p><b>3. Analyze information.</b></p> <ul style="list-style-type: none"> <li>➢ Consolidate reports.</li> <li>➢ Anticipate events and activities, taking appropriate action as required.</li> <li>➢ Conduct predictive analysis based on the tactical situation.</li> <li>➢ Identify information that relates to the CCIR</li> <li>➢ Conduct the MDMP</li> <li>➢ Identify the need to execute contingency plans based on the current situation.</li> </ul>	
<ul style="list-style-type: none"> <li>• Reconnaissance</li> <li>Area</li> <li>Reconnaissance in force</li> <li>Route</li> <li>Special Zone</li> </ul>	<ul style="list-style-type: none"> <li>• Passage of lines <ul style="list-style-type: none"> <li>Forward</li> <li>Rearward</li> </ul> </li> <li>• Troop movement <ul style="list-style-type: none"> <li>Administrative movement</li> <li>Approach march</li> <li>Tactical road march</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Relief in place <ul style="list-style-type: none"> <li>Sequential</li> <li>Simultaneous</li> <li>Staggered</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Security <ul style="list-style-type: none"> <li>Screen</li> <li>Guard</li> <li>Cover</li> <li>Area</li> </ul> </li> </ul>	<p><b>4. Submit recommendations to the Commander.</b></p> <ul style="list-style-type: none"> <li>➢ Decision Support Template (DST) / Decision Support Matrix (DSM)</li> <li>➢ In MDMP – COA Selection / Approval</li> </ul>	
Tactical Mission Tasks					
<ul style="list-style-type: none"> <li>• Ambush</li> <li>• Attack by fire</li> <li>• Block</li> <li>• Breach</li> <li>• Bypass</li> <li>• Canalize</li> </ul>	<ul style="list-style-type: none"> <li>• Clear</li> <li>• Contain</li> <li>• Control</li> <li>• Counterreconnaissance</li> <li>• Destroy</li> <li>• Defeat</li> </ul>	<ul style="list-style-type: none"> <li>• Disengagement</li> <li>• Follow and assume</li> <li>• Follow and support</li> </ul>	<ul style="list-style-type: none"> <li>• Interdict</li> <li>• Fix</li> <li>• Reduce</li> <li>• Retain</li> </ul>	<ul style="list-style-type: none"> <li>• Secure</li> <li>• Isolate</li> <li>• Neutralize</li> <li>• Occupy</li> <li>• Suppress</li> <li>• Turn</li> </ul>	
Forms of Maneuver and Forms of the Defense					
<ul style="list-style-type: none"> <li>• Envelopment</li> <li>Frontal assault</li> <li>Infiltration</li> <li>Penetration</li> <li>Turning movement</li> </ul>		<ul style="list-style-type: none"> <li>• Defense of a linear obstacle</li> <li>Perimeter defense</li> <li>Reverse slope defense</li> </ul>		<p><b>5. Integrate resources.</b></p> <ul style="list-style-type: none"> <li>➢ Combat Multiplier</li> <li>➢ Alignment of assets and combat multipliers to facilitate a controlled co-operative effort</li> </ul>	
				<p><b>6. Synchronize resources.</b></p> <ul style="list-style-type: none"> <li>➢ The end state is that all combat multipliers and organic assets are in the right place at the right time executing their portion of the plan</li> </ul>	
<p>Figure 3-6. Notional arrangement of CAB staff by CP</p>					

# Understanding the Brigade Combat Team Fight



# F100

DoD's 3 Decision  
Support Systems:

Force Management = the overall process of managing change by integrating business practices (how we raise and sustain armies)

- Force Development = how we define mil capabilities, design org structure, and translate both into a ready & trained force
- Force Integration = how we synchronize DOTMLPF-P solutions into orgs to train and enter Sustainable Readiness

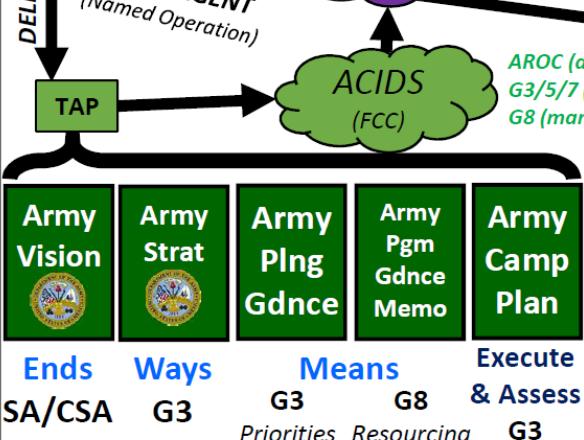
## 1. JCIDS (requirements/solutions development); performance

## 2. DAS (material development & acquisition); schedule

## 3. PPBE (prioritization & resourcing/allocating requirements); cost



### Joint Capabilities Integration and Development System



The Army Plan (TAP) integrates, prioritizes, and directs execution of DA's Title 10

CBA = FAA/rqmt → FNA/gap → FSA/solution  
Develop DOTMLPF-P Solutions

JCIDS Lanes	Operational Timeline	JCIDS Documents
Ongoing Contingency Lane	Urgent Need (<2 Years)	JUON 0-2 Yrs
Anticipated Contingency Lane	Emergent Need (<2 Years)	JEON 0-5 Yrs
Deliberate Lane	Future Need (>2 Years)	ICD and/or DCR 3-7 Yrs

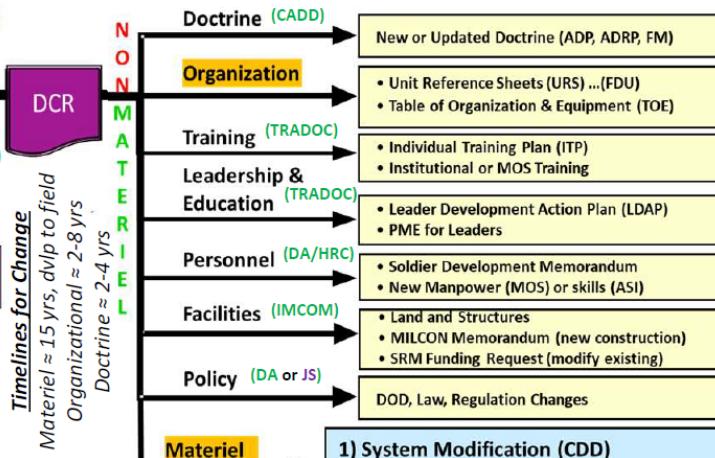
- Phase 1 = Develop Capabilities; what's my gap? (SOLUTION)
  - Output → CBA DOTMLPF-P recommendation
- Phase 2 = Design Organizations; how do I fill it? (SUITABLE)
  - Output → CSA org design approval
- Phase 3 = Develop Organizational Models; what does that look like? (VIALE)
  - Output → TOE/BOIP approval
- Phase 4 = Determine Org Authorizations; what's resourcing & cost? (FEASIBLE)
  - Phase 5 = Document Organizational Authorizations; approved? (ACCEPTABLE)
    - Outputs → Modified TOE (MTOE), updated Force Mgmt Systems (FMS), Tables of Distribution & Allowance (TDA) and Life Cycle Mgmt

TAA = Total Army Analysis (Resourcing Phase)

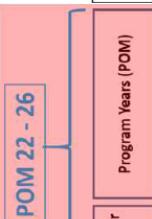
OUTPUT → Annual Approval of ARSTRUC & PPBE POM  
Program Budgeting Guidance – PBG  
Phase 1 = Capability Demand Analysis/Ideal Army Guidance & Quantitative Analysis  
Phase 2 = Resourcing & Approval/Constrained Army Qualitative Analysis & Force Feasibility Review

12 Major Force Pgms (DoD) → 5K+ APEs  
(Army; mngr'd by 5 PEGs and 400 Mgmt Decision Pkgs-MDEPs)

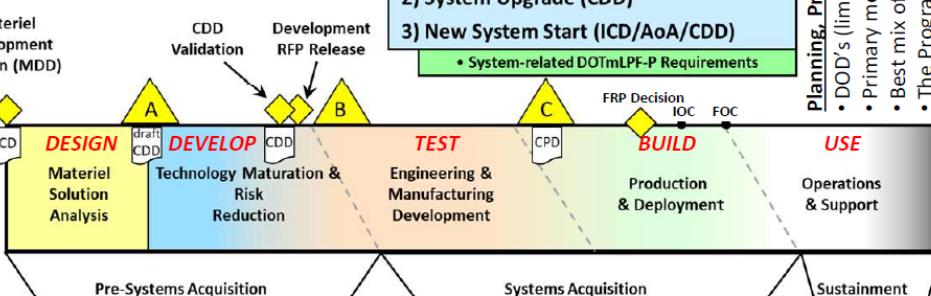
Long-Range Planning  
FY37



- DOD's (limited) resource management system
- Primary means to control allocation of resources
- Best mix of forces, manpower, eqpmnt, spt for CCDR
- The Program Objective Memorandum (POM)
- last 5 yrs of 7-yr Future Yrs Defense Pgms (FYDP)
- Budget Estimate Submission (BES) is 1st yr of POM



Long-Range Planning  
FY37



### BIG 6: FLANS

Future Vertical Lift

Long Range Precision Fires

Army Network

Air & Missile Defense

Next-Gen Combat Vehicles

Soldier Lethality

### Hardware Intensive Program Model 1

### BIG 5: AABBP MATERIEL CAPABILITIES DOCUMENTS

- ICD = Initial Capabilities Document
- CDD = Capabilities Development Document
- CPD = Capabilities Production Document
- AoA = Analysis of Alternatives
- BOIP = Basis of Issue Plane (informs MTOE)

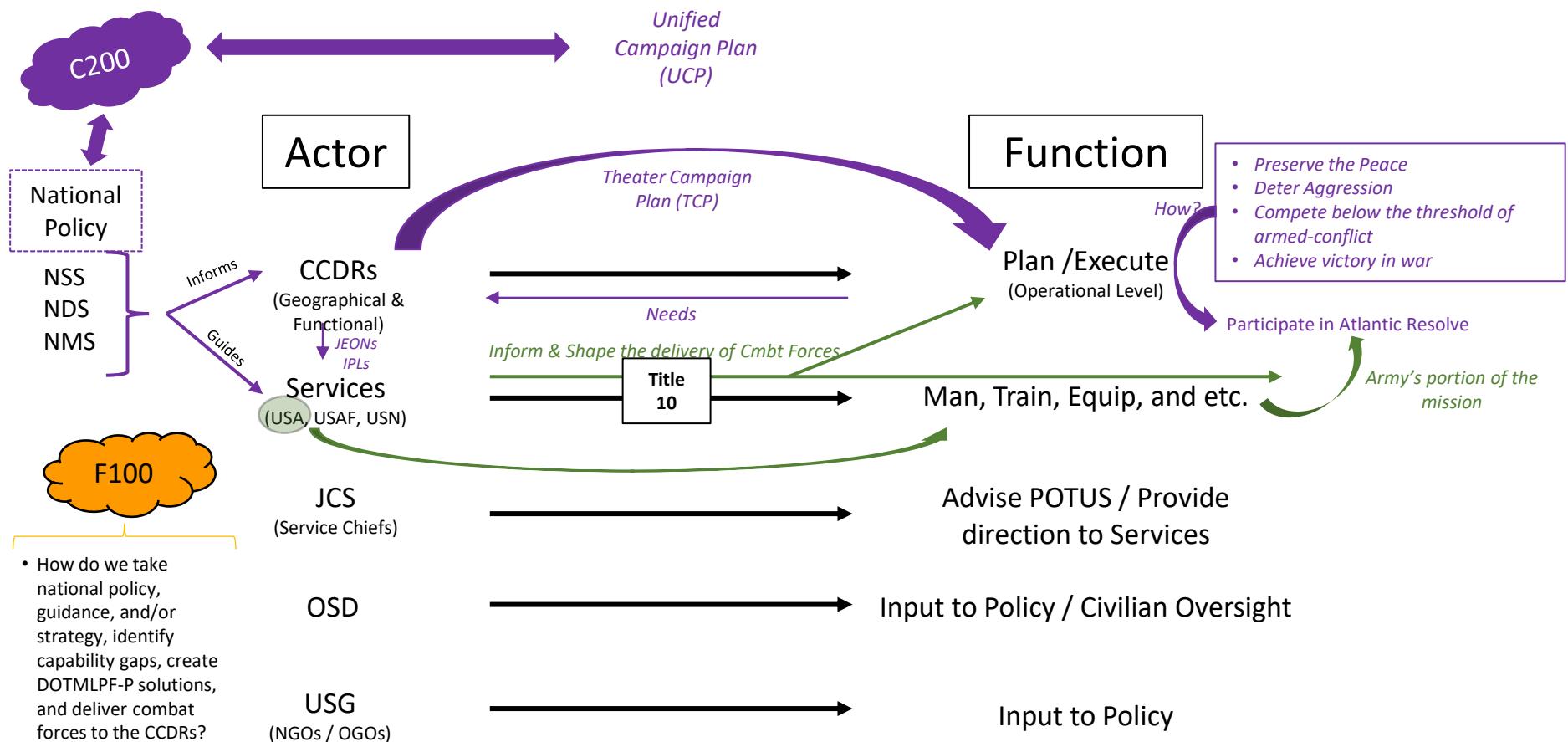
Apportionment period of availability  
(+5 yrs once expired)

- O & M – 1 yr
- MPA – 1 yr
- RDT&E – 2 yrs
- Procurement – 3 yrs
- MILCON 5 yrs

Snapshot: November 15, 2020

Fiscal Year 20

# F100 Tie in to C200



\* The Army doesn't wage war at the Strategic level. The CCMDs do. The Army's focus is to perform Title 10 requirements to deliver combat forces to the CCDRs.

\*\* X100 Prep Bonus – You can see the connections between C200 and F100 blocks. Now you need to tie it to a History or Leadership aspect, and you have the framework for a possible question and/or answer for your study group preparations.

# Capability-Mission Lattice 2.0

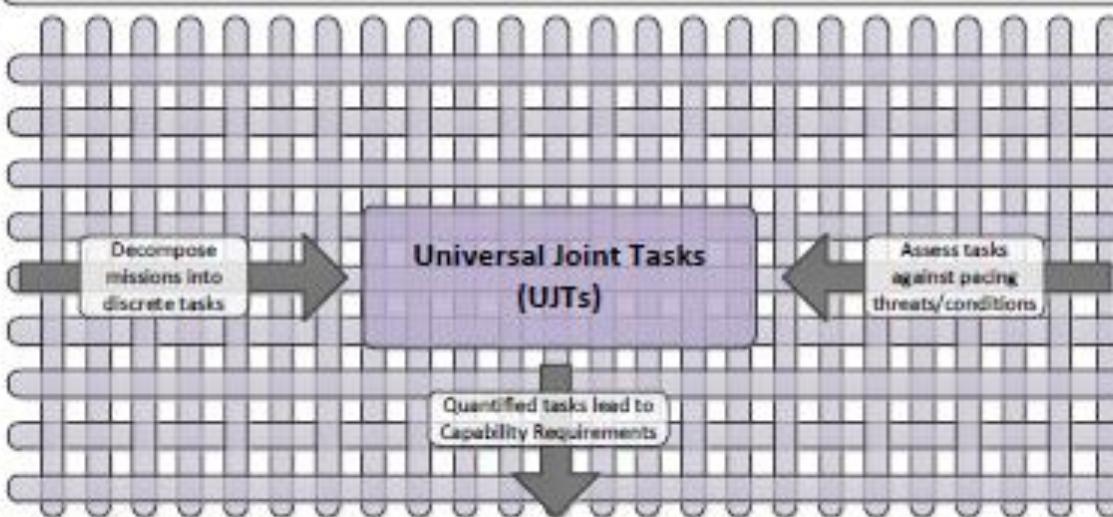
27 July 2015

(Ends-Ways-Means)

## Missions / Planning / Operations

- Maintain Nuclear Deterrence
- Defense of the Homeland
- Defeat Adversaries
- Global Stabilizing Presence
- Combat Terrorism
- Counter Weapons of Mass Destruction
- Deny Adversary Objectives
- Crisis Response / Limited Contingency Ops
- Military Engagement / Security Cooperation
- Counterinsurgency and Stability Ops
- Support to Civil Authorities
- Humanitarian Assistance / Disaster Response

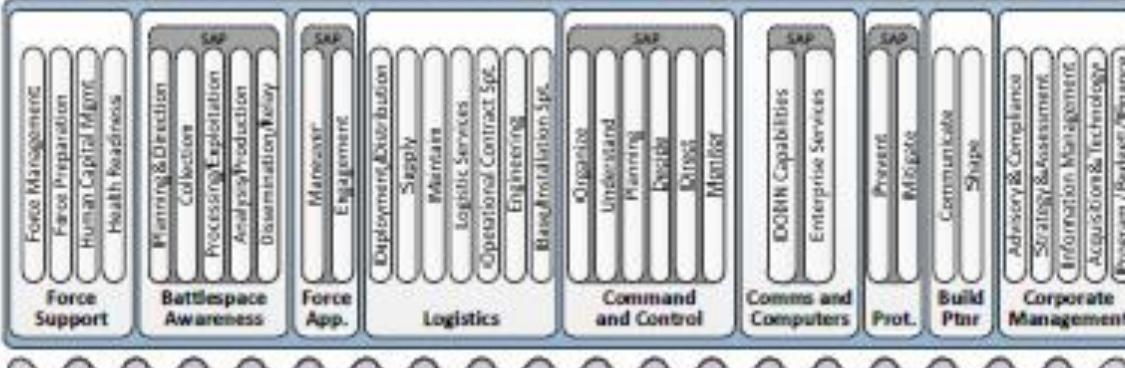
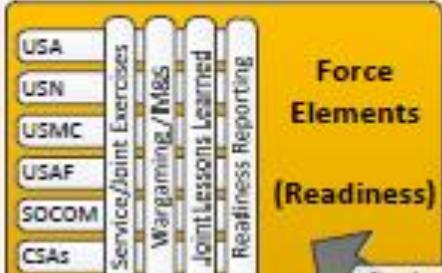
ISOC / Plans / Other Orders and CONOPS



## Universal Joint Tasks (UJTs)

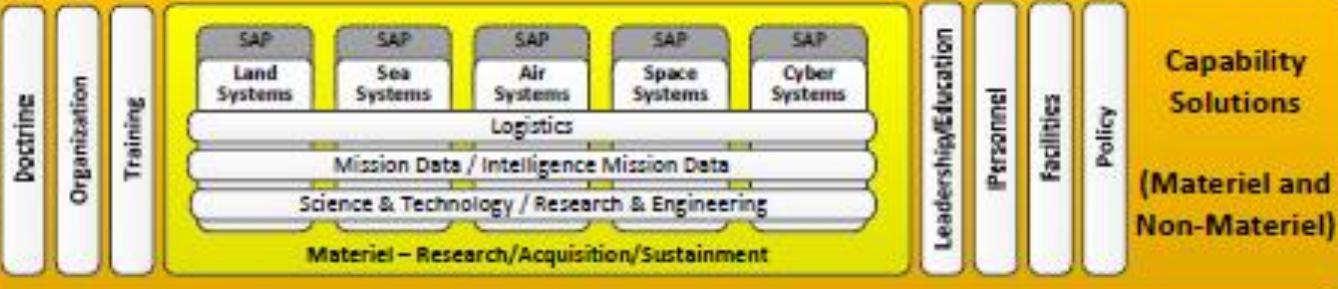
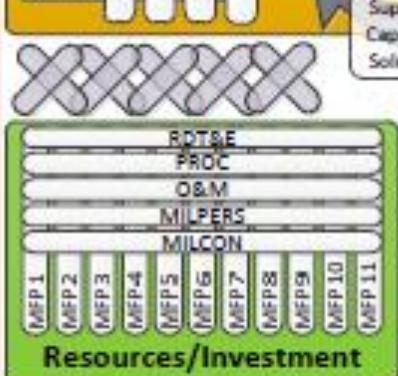
Assess tasks against pacing threats/conditions

## Supply of Forces (Global Force Mgmt)



## Capability Requirements (Portfolio Management)

Note: Each CML is a snapshot in time. Can be layered for depth.



Strategic Guidance

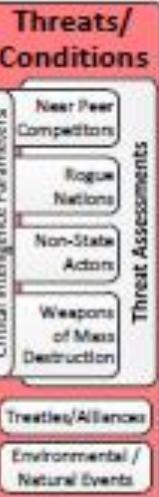


Figure B-2. Capability-Mission Lattice (2.0)

# Joint Capabilities Integration and Development System (JCIDS) Process Quick Sheet

The Defense Acquisition System is made up of three (3) processes; Acquisition Process, Joint Capabilities Integration and Development System (JCIDS) Process, and Planning, Programming, Budget and Execution (PPBE) Process. The system is governed by DoD Instruction 5000.02 "Operation of the Defense Acquisition System" that provides the policies and principles and forms the management foundation for all defense programs. All three processes must work together to insure a successful defense program.

The JCIDS process is focused on the development of requirements It was created to support the statutory responsibility of the Joint Requirements Oversight Council ( to validate joint warfighting requirements It plays a key role in identifying the capabilities required by the warfighters to support the National Defense Strategy ( the National Military Strategy ( and the National Strategy for Homeland Defense.

The primary objective of the JCIDS process is to ensure the capabilities required by the joint warfighter are identified, along with their associated operational performance criteria ( in order to successfully execute the missions assigned This is done through an open process that provides the JROC the information needed and supports the Acquisition Process and Planning, Programming, Budget and Execution (PPBE) Process.

The process consists of four (4) steps.

**1. Capabilities Base Assessment (CBA):** validate capability gaps thru mission identification, operational characteristics, non-materiel viability and recommended solution types. The JROC may direct three (3) courses of action to address capability gaps:

1. Accept operational risk and take no further action;
2. Seek a non-materiel approach (changes to doctrine, organization, etc.) to address the capability gap as an alternative or adjunct to a new materiel solution;
3. Recommend a materiel solution.

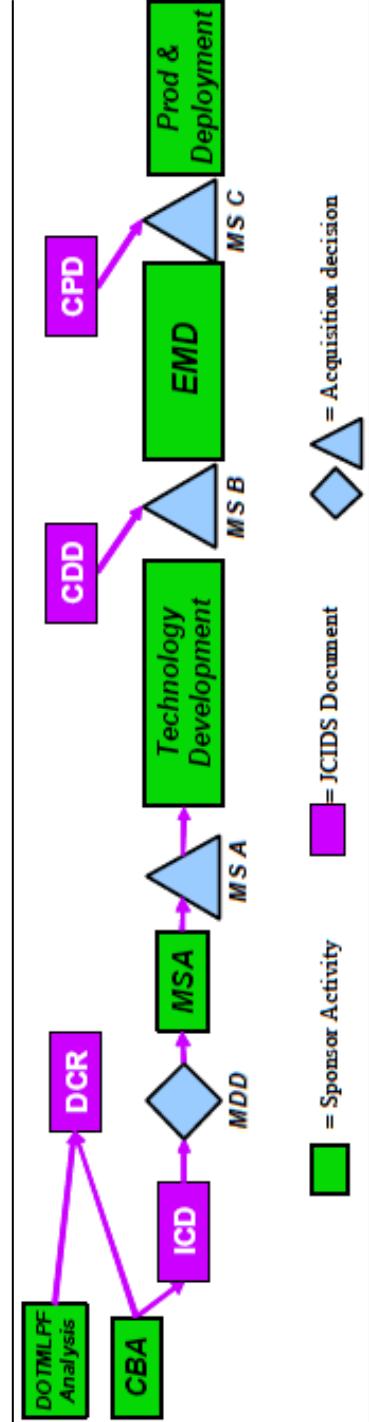
**2. Approval of the Initial Capabilities Document (ICD) and Courses of Action:** validate capabilities required to perform the mission as defined; the gap in capabilities along with their priorities and operational risks; and the need to address the capability gaps.

**3. Approval of the Capability Development Document (CDD):** validate the Key Performance Parameters (KPP) and their associated threshold and objective values; assesses the risks in meeting those KPPs in terms of cost, schedule and technological maturity; and assesses the affordability of the system as compared to the operational capability being delivered.

**4. Approval of the Capabilities Production Document (CPD):** ensure the system being delivered meets the needs originally defined in the ICD at an affordable cost.

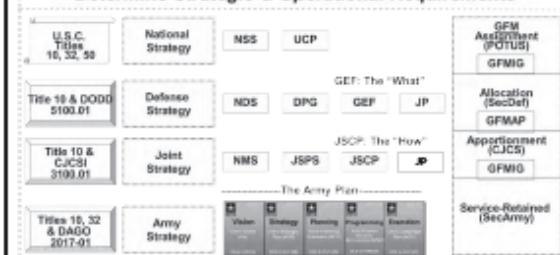
## JCIDS Main Documents

- CJCS Instruction 3170.01 "Joint Capabilities Integration and Development System"
- Manual for the Operations of the Joint Capabilities Integration and Development System

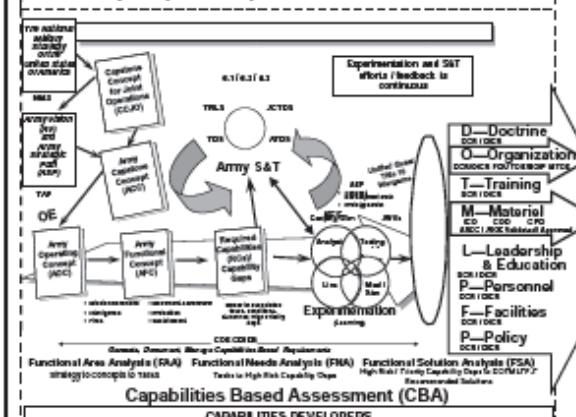


As of: 12 January 2018

#### **Determine Strategic & Operational Requirements**

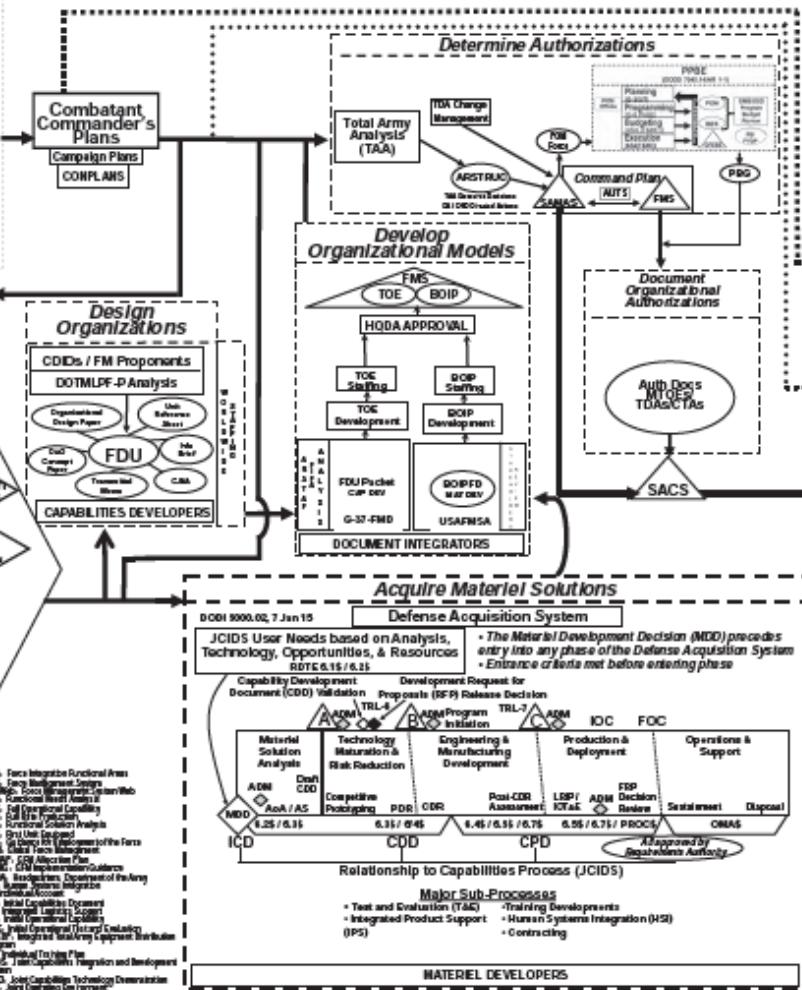


### *Develop Required Capabilities/DOTMLPF-P Solutions*

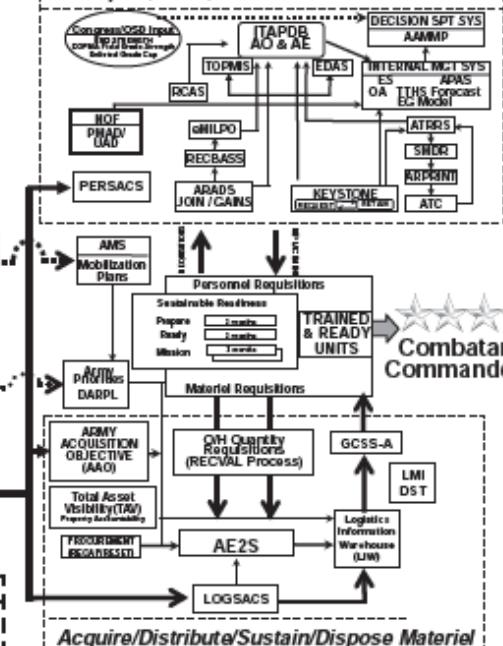


## **Capabilities Based Assessment (CBA)**

## **ARMY FORCE MANAGEMENT MODEL**

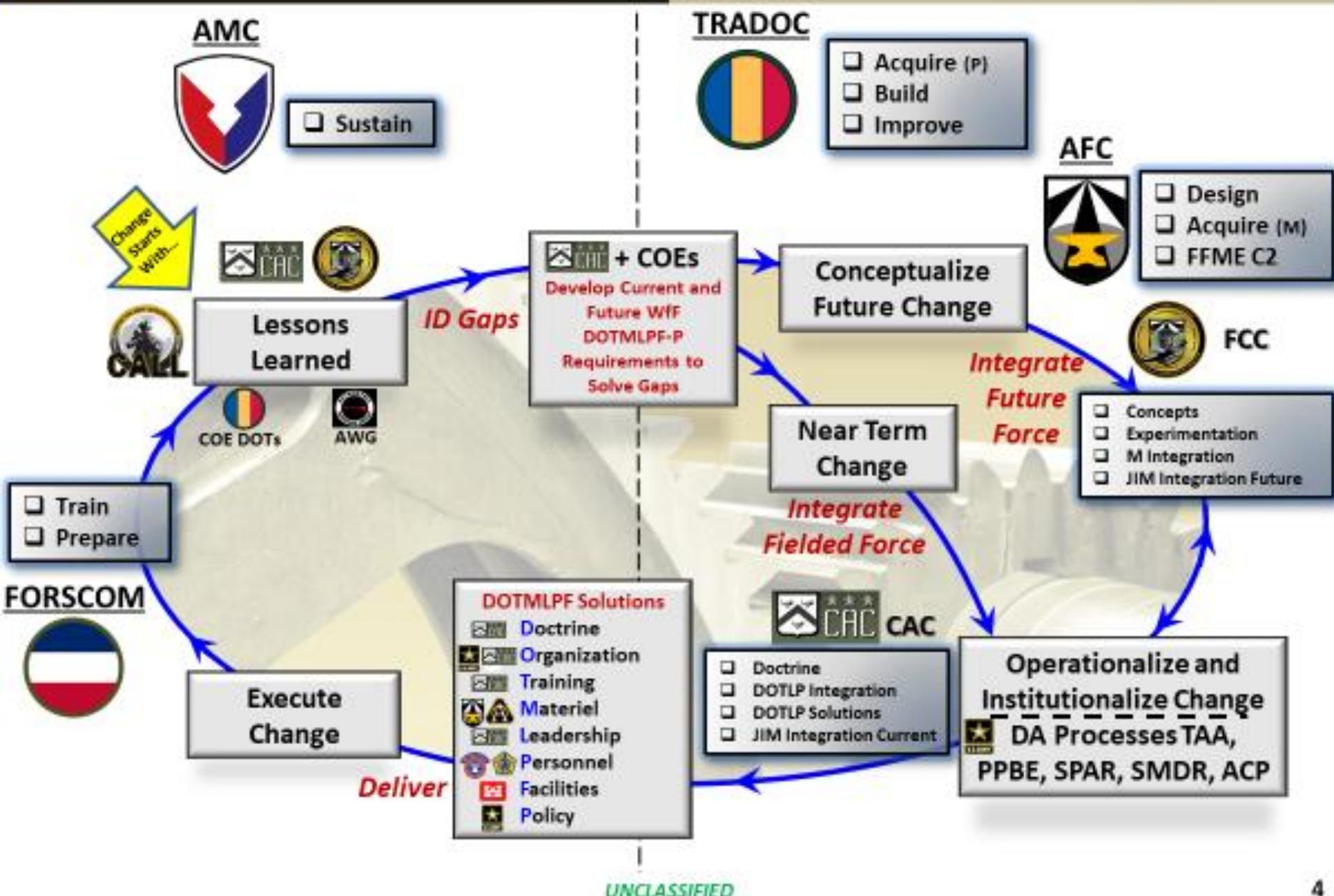


#### *Acquire, Train, and Distribute Personnel*



### **Acquire/Distribute/Sustain/Dispose Materiel**

# How the Army Changes...



# Sustainment DOCTRINE Mat: Principles, Functions & Concepts

As of 17 August 2016

Principles of Sustainment (ADP 4-0)	Joint Logistics Imperatives (JP 4-0)	Sustainment WfF (ADPR 4-0)	Sustainment Function (JP 4-0)		
<b>Sustainment</b>	<b>Joint Logistics Imperatives</b> (JP 4-0)	<b>Sustainment WfF</b> (ADPR 4-0)	<b>Sustainment Function</b> (JP 4-0)		
-Integration -Anticipation -Responsiveness -Simplicity -Economy -Survivability -Continuity -Improvisation (Principles of sust. & log. are the same)	<ul style="list-style-type: none"> <li>-Unity of effort</li> <li>-JLEnt visibility</li> <li>-Rapid &amp; precise response</li> </ul> <b>Principles of Logistics</b> (JP 4-0) <ul style="list-style-type: none"> <li>-Responsiveness</li> <li>-Simplicity</li> <li>-Flexibility</li> <li>-Economy</li> <li>-Attainability</li> <li>-Sustainability</li> <li>-Survivability</li> </ul>	<b>Logistics</b> (FM 4-95) <ul style="list-style-type: none"> <li>-Maintenance (ATP 4-33)</li> <li>-Transportation (FM 4-01)</li> <li>-Distribution (ATP 4-0.1)</li> <li>-Supply (FM 4-40)</li> <li>-Field services (FM 4-40)</li> <li>-OCS (ATP 4-10)</li> <li>-Gen. eng. support (ATP 3-34.40)</li> </ul>	<b>Health Service Support</b> (FM 4-02) <ul style="list-style-type: none"> <li>-Casualty care (ATP 4-02.5)</li> <li>-Medical evacuation (ATP 4-02.2)</li> <li>-Medical logistics (ATP 4-02.1)</li> </ul>	<b>Personnel Services</b> <ul style="list-style-type: none"> <li>-Human resources support (FM 1-0)</li> <li>-Religious support (FM 1-05)</li> <li>-Legal support (FM 1-04)</li> <li>-Financial management operations (FM 1-06)</li> <li>-Band support (ATP 1-19)</li> </ul>	<b>Joint Logistics</b> <ul style="list-style-type: none"> <li>-Personnel Services</li> </ul>
<b>Principles of the Army HS (ADP 4-0)</b>	<b>Principles of Personnel Support within JFC</b> (JP 1-0)	<b>Movement Control (ATP 4-16)</b>	<b>Core Logistics Functions</b> (JP 4-0)		
-Conformity -Proximity -Flexibility -Mobility -Continuity -Control	<ul style="list-style-type: none"> <li>-Command emphasis</li> <li>-Synchronization of personnel support</li> <li>-Unity of effort</li> <li>-Flexibility &amp; responsiveness</li> </ul>	<b>Tenets of Army Trans Functions</b> (ATP 4-01) <ul style="list-style-type: none"> <li>-Centralized Control &amp; decentralized execution</li> <li>-ITV</li> <li>-Coordinating</li> </ul>	<b>Personnel Services</b> <ul style="list-style-type: none"> <li>-Maintenance</li> <li>-Deployment &amp; Distribution</li> <li>-Supply</li> <li>-Logistics Services</li> <li>-Operational Contract Support</li> <li>-Engineering</li> <li>-Health Services</li> </ul>	<b>Personnel Services</b> <ul style="list-style-type: none"> <li>-Human resources support (JP 1-0)</li> <li>-Legal support (JP 1-04)</li> <li>-Religious affairs (JP 1-05)</li> <li>-Financial management (JP 1-06)</li> </ul>	<b>Personnel Services</b>
<b>Principles of Personnel Services (ADP 4-0)</b>	<b>NATO Logistics Principles</b> (JP 4-08)	<b>Strategic Mobility Triad</b> (ATP 3-35.1)	<b>QM Functions (FM 4-40)</b>	<b>HR Competencies</b> (FM 1-0)	<b>ASC Responsibilities</b> (ATP 4-33)
-Synchronization -Timeliness -Stewardship -Accuracy -Consistency	<ul style="list-style-type: none"> <li>-Synergy</li> <li>-Authority</li> <li>-Simplicity</li> <li>-Timeliness</li> <li>-Assured provision.</li> <li>-Vis. &amp; transparency</li> <li>-Primacy of opnl.reqs.</li> </ul> <ul style="list-style-type: none"> <li>-Flexibility</li> <li>-Efficiency</li> <li>-Sufficiency</li> <li>-Cooperation</li> <li>-Coordination</li> <li>-Collective resp.</li> </ul>	<ul style="list-style-type: none"> <li>-Planning</li> <li>-Routing</li> <li>-Allocating</li> <li>-ITV</li> <li>-Coordinating</li> </ul>	<b>Supply Classes</b> (ATP 4-42) <ul style="list-style-type: none"> <li>-Supply -Field Services</li> <li>-1.Rations (ATP 4-41)</li> <li>-2.Ind equip/gen sup</li> <li>-3.POL (ATP 4-43)</li> <li>-4.Const &amp; barrier Material</li> <li>-5.Ammun. (ATP 4-35)</li> <li>-6.Sundry/personal demand</li> <li>-7.Major end items</li> <li>-8.Medical (ATP 4-02.1)</li> <li>-9.Repair parts</li> <li>-10.Non-military mat</li> </ul>	<b>Army Health System (AHS) (FM 4-02)</b> <ul style="list-style-type: none"> <li>-Health service support (sust. wff)</li> <li>-Force health protection (prot. wff)</li> </ul>	<ul style="list-style-type: none"> <li>-Field support (ATP 4-33)</li> <li>-Materiel management</li> <li>-Army Prep'd Stocks (APS)</li> </ul>
<b>OD Functions</b> (FM 4-30)	<b>Principles of Theater Distribution (ATP 4-01)</b>	<b>Trans Functions (FM 4-01)</b>	<b>AHS Functions (FM 4-02)</b>	<b>HR Competencies</b>	<b>APS (FM 3-35.1)</b>
-Munitions (ATP 4-35) -Maintenance (ATP 4-33)	<ul style="list-style-type: none"> <li>-EOD (ATP 4-32)</li> <li>-Explosives safety</li> </ul>	<ul style="list-style-type: none"> <li>-Intermodal operations (ATP 4-13)</li> <li>-Containerization (ATP 4-12)</li> <li>-Centralized mgmt</li> <li>-Optimized infrast.</li> <li>-Maxim'd throughput</li> <li>-Rapid &amp; precise response</li> <li>-Continuous, seamless, two-way flow of resources</li> <li>-Time-definite del.</li> </ul>	<ul style="list-style-type: none"> <li>-Container mgmt.</li> <li>-Mode operations</li> <li>-Mvmt cntrl (ATP 4-16)</li> <li>-Theater distro. (ATP 4-0.1)</li> </ul>	<ul style="list-style-type: none"> <li>-Man the force</li> <li><input type="checkbox"/> Prsnl readiness mgmt</li> <li><input type="checkbox"/> Personnel accountability (PA)</li> <li><input type="checkbox"/> Strength reporting (SR)</li> <li><input type="checkbox"/> Retention operations</li> <li><input type="checkbox"/> Prsnl information mgmt (PIM)</li> </ul>	<b>Prepositioned unit sets (ATP 4-33)</b>
<b>Maint. Functions</b>	<b>Essential Actions Munitions Supply Operations</b> (ATP 4-35)	<b>Transportation Modes</b> (FM 4-01)	<b>Methods of Distro-III (B) (ATP 4-43)</b>	<b>HR Competencies</b>	<b>OPROJ stocks</b>
-Inspect (ATP 4-33) -Service -Adjust/Align -Calibrate -Remove/Install -Replace -Repair -Overhaul -Rebuild	<ul style="list-style-type: none"> <li>-Forecasting (ATP 4-35)</li> <li>-Requisition</li> <li>-Distribution</li> <li>-Retrograde</li> </ul>	<ul style="list-style-type: none"> <li>-Surface</li> <li><input type="checkbox"/> Motor</li> <li><input type="checkbox"/> Waterway</li> <li><input type="checkbox"/> Rail</li> <li>-Air</li> <li><input type="checkbox"/> Fixed-wing</li> <li><input type="checkbox"/> Rotary-wing</li> </ul>	<ul style="list-style-type: none"> <li>-Petro pipeline &amp; tml opns (ATP 4-43)</li> <li>-Aircraft refueling</li> <li>-Aslt baseline system opns</li> <li>-Tank vehicle refueling</li> <li>-Waterfront opns</li> <li>-FSSP opns.</li> <li>-ROM</li> </ul>	<ul style="list-style-type: none"> <li>-Health service support (sust. wff)</li> <li>-Force health protection (prot. wff)</li> </ul>	<b>Army war res. sust. stocks</b>
<b>Maint. Levels (ATP 4-33)</b>	<b>ASA-Ammunition Support Activities</b> (ATP 4-35)	<b>Distribution Methods</b>	<b>Aircraft IIIB Distr. Method</b>	<b>HR Competencies</b>	<b>AWS for allies</b>
-Field maint. -Sustainment maint.	<ul style="list-style-type: none"> <li>-Ammunition transfer holding point (ATHP)</li> <li>-Ammunition supply point (ASP)</li> </ul>	<ul style="list-style-type: none"> <li>-Throughput dist. (ATP 4-11)</li> <li>-Unit dist.</li> <li>-Supply point dist.</li> </ul>	<ul style="list-style-type: none"> <li>-FARP (ATP 4-43)</li> <li>-Mobile fuelers</li> <li>-Rapid refuel points</li> </ul>	<b>HR Competencies</b>	<b>Activity Sets</b>
<b>Recovery Methods</b>	<b>Distribution Nodes (ATP 4-0.1)</b>	<b>Field Svc Functions (FM 4-40)</b>	<b>Aircraft IIIB Distr. Method</b>	<b>HR Competencies</b>	<b>TSC Responsibilities (ATP 4-94)</b>
-Self recovery (ATP 4-31) -Like recovery (ATP 4-31) -Dedicated recovery -Expedients	<ul style="list-style-type: none"> <li>-Terminals (essential nodes)</li> <li>-Ports</li> <li>-Centralized receiving &amp; shipping points</li> <li>-Supply support activities</li> <li>-Trailer transfer points</li> <li>-Convoy spt center</li> <li>-Bare beach (LOTS)</li> <li>-Other distro sites</li> </ul>	<ul style="list-style-type: none"> <li>-Shower &amp; laundry (ATP 4-42)</li> <li>-Field feeding (ATP 4-41)</li> <li>-Water prod. &amp; distro(ATP 4-44)</li> <li>-Clothing &amp; light textile rpr</li> <li>-Aerial delivery (ATP 4-48)</li> <li>-Mortuary Affairs (ATP 4-46)</li> </ul>	<ul style="list-style-type: none"> <li>-Role 1 (unit-level)</li> <li>-Role 2 (greater resuscitative care)</li> <li>-Role 3 (hosp. &amp; surgical)</li> <li>-Role 4 (definitive med care)</li> </ul>	<b>HR Competencies</b>	<b>Sustainment</b>
<b>BDAR Techniques</b>	<b>Ammun. Loads (ATP 4-35)</b>	<b>Trans Conveyances (FM 4-01)</b>	<b>Aerial Deliv. Methods (ATP 4-48)</b>	<b>HR Competencies</b>	<b>Theater opening</b>
-Shortcuts (ATP 4-31) -Bypassing (ATP 4-31) -Expedient Repairs -Fabrication -Substitution -Controlled Exchange -Cannibalization	<ul style="list-style-type: none"> <li>-Basic load (ammunition)</li> <li>-Ammun. cbt load</li> <li>-Sustainment load</li> <li>-Operational load</li> <li>-Cbt configured load</li> <li>-Msn configured load</li> </ul>	<ul style="list-style-type: none"> <li>-Truck</li> <li>-Lighterages</li> <li>-Railcar</li> <li>-Aircraft</li> </ul>	<ul style="list-style-type: none"> <li>-Airland -Air drop (ATP 4-48)</li> <li>-Sling-load</li> </ul>	<b>HR Competencies</b>	<b>Theater distribution</b>
<b>Rates of Munitions Supply</b> (ATP 4-35)	<b>Theater Distribution Networks</b> (ATP 4-0.1)	<b>General Engineering (ATP 3-34.40)</b>	<b>Evacuation Types (FM 4-02)</b>	<b>HR Competencies</b>	<b>SBDE Missions (ATP 4-93)</b>
-Required supply rate (RSR) -Controlled supply rate (CSR)	<ul style="list-style-type: none"> <li>-Financial</li> <li>-Information</li> <li>-Physical</li> <li>-Communication</li> </ul>	<ul style="list-style-type: none"> <li>-Constructing/repairing logistics facilities, camps, bed-down fac. &amp; LOCs</li> <li>-Expanding infrastructure</li> <li>-Real estate management</li> <li>-Prime power, waste management,</li> <li>-Firefighting support</li> <li>-JLOTS support</li> </ul>	<ul style="list-style-type: none"> <li>-Casualty evacuation</li> <li>-Medical evacuation</li> <li>-Aeromedical evacuation</li> </ul>	<b>HR Competencies</b>	<b>Theater closing</b>
<b>Contracted Spt Types</b>	<b>OCS Functions (ATP 4-10)</b>	<b>MEDLOG (FM 4-02)</b>	<b>Rel Spt Competencies (FM 1-05)</b>	<b>Rel Spt Competencies (FM 1-05)</b>	<b>BSB Support Methods (ATP 4-90)</b>
	<ul style="list-style-type: none"> <li>-Theater support (ATP 4-10)</li> <li>-External support (ATP 4-10)</li> <li>-Systems support</li> </ul>	<ul style="list-style-type: none"> <li>-Med. mat. (VIIIA)</li> <li>-Med Eq. maint &amp; rpr</li> <li>-Optical fabri. &amp; rpr</li> <li>-Patient mvmt items (PMI)</li> <li>-Med gases</li> <li>-Blood (VIIIB)</li> <li>-Regulated med waste</li> <li>-Med fac. &amp; infrast.</li> <li>-Contractor management</li> </ul>	<ul style="list-style-type: none"> <li>-Fund the force</li> <li>-Banking &amp; disbursing (ATP 1-06.3)</li> <li>-Mgmt internal controls (ATP 1-06.4)</li> <li>-Pay support</li> <li>-Accounting support &amp; cost mgmt</li> </ul>	<b>Rel Spt Competencies (FM 1-05)</b>	<b>Echelon Support (FM 3-96)</b>
<b>Rates of Munitions Supply</b> (ATP 4-35)	<b>Theater Distribution Networks</b> (ATP 4-0.1)	<b>General Engineering (ATP 3-34.40)</b>	<b>Chaplain Corps Roles (FM 1-05)</b>	<b>Chaplain Corps Roles (FM 1-05)</b>	<b>Echelons above brigade</b>
-Required supply rate (RSR) -Controlled supply rate (CSR)	<ul style="list-style-type: none"> <li>-Financial</li> <li>-Information</li> <li>-Physical</li> <li>-Communication</li> </ul>	<ul style="list-style-type: none"> <li>-Constructing/repairing logistics facilities, camps, bed-down fac. &amp; LOCs</li> <li>-Expanding infrastructure</li> <li>-Real estate management</li> <li>-Prime power, waste management,</li> <li>-Firefighting support</li> <li>-JLOTS support</li> </ul>	<ul style="list-style-type: none"> <li>-Role 1 (unit-level)</li> <li>-Role 2 (greater resuscitative care)</li> <li>-Role 3 (hosp. &amp; surgical)</li> <li>-Role 4 (definitive med care)</li> </ul>	<b>Chaplain Corps Roles (FM 1-05)</b>	<b>SBDE CSSB</b>
<b>Contracted Spt Types</b>	<b>OCS Functions (ATP 4-10)</b>	<b>MEDLOG (FM 4-02)</b>	<b>Religious Factors (ATP 1-05.03)</b>	<b>Religious Factors (ATP 1-05.03)</b>	<b>MED BDE</b>
	<ul style="list-style-type: none"> <li>-Theater support (ATP 4-10)</li> <li>-External support (ATP 4-10)</li> <li>-Systems support</li> </ul>	<ul style="list-style-type: none"> <li>-Med. mat. (VIIIA)</li> <li>-Med Eq. maint &amp; rpr</li> <li>-Optical fabri. &amp; rpr</li> <li>-Patient mvmt items (PMI)</li> <li>-Med gases</li> <li>-Blood (VIIIB)</li> <li>-Regulated med waste</li> <li>-Med fac. &amp; infrast.</li> <li>-Contractor management</li> </ul>	<ul style="list-style-type: none"> <li>-Physical factors</li> <li>-Human factors</li> <li>-Ideological factors</li> </ul>	<b>Religious Factors (ATP 1-05.03)</b>	<b>Bde support area (BSA)</b>
<b>Rates of Munitions Supply</b> (ATP 4-35)	<b>Theater Distribution Networks</b> (ATP 4-0.1)	<b>General Engineering (ATP 3-34.40)</b>	<b>Army Music Competencies (ATP 1-19)</b>	<b>Army Music Competencies (ATP 1-19)</b>	<b>Fwd logistics base (FLB)</b>
-Required supply rate (RSR) -Controlled supply rate (CSR)	<ul style="list-style-type: none"> <li>-Financial</li> <li>-Information</li> <li>-Physical</li> <li>-Communication</li> </ul>	<ul style="list-style-type: none"> <li>-Constructing/repairing logistics facilities, camps, bed-down fac. &amp; LOCs</li> <li>-Expanding infrastructure</li> <li>-Real estate management</li> <li>-Prime power, waste management,</li> <li>-Firefighting support</li> <li>-JLOTS support</li> </ul>	<ul style="list-style-type: none"> <li>-Render honors</li> <li>-Strengthen unit morale and esprit de corps</li> <li>-Enhance host nation relations</li> <li>-Commun. natnl. values &amp; beliefs</li> </ul>	<b>Army Music Competencies (ATP 1-19)</b>	<b>Battalion Trains (ATP 3-90.5)</b>
<b>Contracted Spt Types</b>	<b>OCS Functions (ATP 4-10)</b>	<b>MEDLOG (FM 4-02)</b>	<b>Religious Factors (ATP 1-05.03)</b>	<b>Religious Factors (ATP 1-05.03)</b>	<b>Echeloned trains</b>
	<ul style="list-style-type: none"> <li>-Theater support (ATP 4-10)</li> <li>-External support (ATP 4-10)</li> <li>-Systems support</li> </ul>	<ul style="list-style-type: none"> <li>-Med. mat. (VIIIA)</li> <li>-Med Eq. maint &amp; rpr</li> <li>-Optical fabri. &amp; rpr</li> <li>-Patient mvmt items (PMI)</li> <li>-Med gases</li> <li>-Blood (VIIIB)</li> <li>-Regulated med waste</li> <li>-Med fac. &amp; infrast.</li> <li>-Contractor management</li> </ul>	<ul style="list-style-type: none"> <li>-Field trains</li> <li>-Combat trains</li> <li>-Company trains</li> <li>-Unit trains (consolidated)</li> </ul>	<b>Religious Factors (ATP 1-05.03)</b>	<b>Field trains</b>
<b>Rates of Munitions Supply</b> (ATP 4-35)	<b>Theater Distribution Networks</b> (ATP 4-0.1)	<b>General Engineering (ATP 3-34.40)</b>	<b>Resupply Operations (FM 3-96)</b>	<b>Resupply Operations (FM 3-96)</b>	<b>Combat trains</b>
-Required supply rate (RSR) -Controlled supply rate (CSR)	<ul style="list-style-type: none"> <li>-Financial</li> <li>-Information</li> <li>-Physical</li> <li>-Communication</li> </ul>	<ul style="list-style-type: none"> <li>-Constructing/repairing logistics facilities, camps, bed-down fac. &amp; LOCs</li> <li>-Expanding infrastructure</li> <li>-Real estate management</li> <li>-Prime power, waste management,</li> <li>-Firefighting support</li> <li>-JLOTS support</li> </ul>	<ul style="list-style-type: none"> <li>-Basic Load</li> <li>-Ammunition basic load</li> <li>-Combat load</li> <li>-Soldier load</li> <li>-Immediate resupply</li> <li>-Prepositioned supplies</li> <li>-Cache</li> <li>-Aerial delivery</li> </ul>	<b>Resupply Operations (FM 3-96)</b>	<b>Combat trains</b>
<b>Contracted Spt Types</b>	<b>OCS Functions (ATP 4-10)</b>	<b>MEDLOG (FM 4-02)</b>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Soldier load</b>
	<ul style="list-style-type: none"> <li>-Theater support (ATP 4-10)</li> <li>-External support (ATP 4-10)</li> <li>-Systems support</li> </ul>	<ul style="list-style-type: none"> <li>-Med. mat. (VIIIA)</li> <li>-Med Eq. maint &amp; rpr</li> <li>-Optical fabri. &amp; rpr</li> <li>-Patient mvmt items (PMI)</li> <li>-Med gases</li> <li>-Blood (VIIIB)</li> <li>-Regulated med waste</li> <li>-Med fac. &amp; infrast.</li> <li>-Contractor management</li> </ul>	<ul style="list-style-type: none"> <li>-Military justice</li> <li>-International &amp; operational law</li> <li>-Contract &amp; fiscal law</li> <li>-Administrative &amp; civil law</li> <li>-Claims</li> <li>-Legal assistance</li> </ul>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Immediate resupply</b>
<b>Rates of Munitions Supply</b> (ATP 4-35)	<b>Theater Distribution Networks</b> (ATP 4-0.1)	<b>General Engineering (ATP 3-34.40)</b>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Prepositioned supplies</b>
-Required supply rate (RSR) -Controlled supply rate (CSR)	<ul style="list-style-type: none"> <li>-Financial</li> <li>-Information</li> <li>-Physical</li> <li>-Communication</li> </ul>	<ul style="list-style-type: none"> <li>-Constructing/repairing logistics facilities, camps, bed-down fac. &amp; LOCs</li> <li>-Expanding infrastructure</li> <li>-Real estate management</li> <li>-Prime power, waste management,</li> <li>-Firefighting support</li> <li>-JLOTS support</li> </ul>	<ul style="list-style-type: none"> <li>-Basic Load</li> <li>-Ammunition basic load</li> <li>-Combat load</li> <li>-Soldier load</li> <li>-Immediate resupply</li> <li>-Prepositioned supplies</li> <li>-Cache</li> <li>-Aerial delivery</li> </ul>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Cache</b>
<b>Contracted Spt Types</b>	<b>OCS Functions (ATP 4-10)</b>	<b>MEDLOG (FM 4-02)</b>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Aerial delivery</b>
	<ul style="list-style-type: none"> <li>-Theater support (ATP 4-10)</li> <li>-External support (ATP 4-10)</li> <li>-Systems support</li> </ul>	<ul style="list-style-type: none"> <li>-Med. mat. (VIIIA)</li> <li>-Med Eq. maint &amp; rpr</li> <li>-Optical fabri. &amp; rpr</li> <li>-Patient mvmt items (PMI)</li> <li>-Med gases</li> <li>-Blood (VIIIB)</li> <li>-Regulated med waste</li> <li>-Med fac. &amp; infrast.</li> <li>-Contractor management</li> </ul>	<ul style="list-style-type: none"> <li>-Military justice</li> <li>-International &amp; operational law</li> <li>-Contract &amp; fiscal law</li> <li>-Administrative &amp; civil law</li> <li>-Claims</li> <li>-Legal assistance</li> </ul>	<b>Core Legal Disciplines (ADRP 4-0)</b>	<b>Aerial delivery</b>

## **Sustainment DOCTRINE Mat: Planning Processes and Command/Support Relationships**

As of 17 August 2016

Joint Operational Planning		(JP 5-0)	Army Planning Methodologies			(ADRP 5-0)	Sustainment Prep. of the Operational Environment (SPoOE) Factors				(ADRP 4-0)
JP 4-0 JP 5-0  <b>JOPP</b>	Joint operation planning process		–Army design methodology-ill struct.			–Troop leading procedures (TLP)-well struct.		–Geography		–Maintenance	
	–Opnl art & design applied in JOPP		–The military decision making process (MDMP)-med struct.			–Supplies & Services		–Facilities		–General Skills	
	Planning function	Strategic guidance			Concept development			Plan development		Plan assessment	
	JOPP step	Planning initiation	Mission analysis	COA development	COA analysis		COA comparison	COA approval		Plan/order assessment	
	Logistics process	Theater logistics analysis (TLA)	JOA-focused mission analysis	Concept of logistics support (COLS) development	COA process			Plan refinement		Theater logistics analysis	
	Logistics outputs	–Updated theater logistics overview (TLO) –Initial logistics estimate	–Refined logistics estimate	–Draft para. 4 of base plan –Draft annex D (other annexes as appropriate) –Initial list of logistics enablers & initial logistics preparatory tasks	–COLS for each COA –Draft logistics annexes for plan –Logistics synchronization matrix			–Logistics portions of written plan –Draft supporting plans –Refinement of logistics inputs to TPFDD –Logistics supportability analysis	–Updated theater logistics overview –Changes to logistics estimate		

MDMP step	1. Receipt of mission	2. Mission analysis	3. COA development	4. COA analysis (wargaming)	5. COA comparison	6. COA approval	7. Orders production
	Actions		Logistics outputs		Conceptual outputs		Operational outputs
MDMP	<ul style="list-style-type: none"> <li>–Gather sustainment tools &amp; products</li> <li>–Update running estimate (continuous through all steps)</li> <li>–Conduct initial assessment of resources available</li> </ul>	<ul style="list-style-type: none"> <li>–Gather, analyze, and synthesize information           <ul style="list-style-type: none"> <li>□ Specified, implied, essential tasks</li> <li>□ Critical facts</li> <li>□ Necessary assumptions</li> <li>□ Resource shortfalls</li> <li>□ Constraints</li> </ul> </li> <li>–IPB collaboration</li> <li>–Initial CCIRs &amp; EEFIs</li> </ul>	<ul style="list-style-type: none"> <li>–Identify sust. areas affecting each COA:           <ul style="list-style-type: none"> <li>□ Positioning &amp; prioritizing assets for logistics; medical; engineering; &amp; detainee &amp; resettlement</li> <li>□ Modifying distribution</li> <li>□ Prioritizing med evac</li> <li>□ Limiting factors, such as supply constraints &amp; combat power</li> </ul> </li> <li>–Develop broad sust. plan shaped by sust. principles</li> </ul>	<ul style="list-style-type: none"> <li>–Assess each COA for:           <ul style="list-style-type: none"> <li>□ Personnel, POL, &amp; munitions aspects of combat effectiveness/power</li> <li>□ Logistics feasibility</li> <li>□ Best use of resources</li> <li>□ Synchronization of health system activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>–Analyze advantages &amp; disadvantages of each COA from a sustainment perspective</li> </ul>	<ul style="list-style-type: none"> <li>–CDR approves COA</li> <li>–Receive guidance from CDR on sustainment priorities, resources needed to preserve freedom of action</li> </ul>	<ul style="list-style-type: none"> <li>–Produce &amp; disseminate orders &amp; plans           <ul style="list-style-type: none"> <li>□ Sustainment plan</li> <li>□ Annexes</li> </ul> </li> </ul>
MDMP	<ul style="list-style-type: none"> <li>–Initial running estimate</li> <li>–Status of resources</li> </ul>	<ul style="list-style-type: none"> <li>–Updated running estimates</li> <li>–Sust. portion of mission analysis brief</li> </ul>	<ul style="list-style-type: none"> <li>–Broad concept of sust. for each COA</li> <li>–Sust. portion of statement &amp; sketch</li> <li>–Sustaining operation incorporated in COA</li> </ul>	<ul style="list-style-type: none"> <li>–Refined sust. plans &amp; graphic control measures</li> <li>–Complete synchronization matrix</li> <li>–Required sust. assets to support COA</li> <li>–Recommended sust. actions</li> </ul>	<ul style="list-style-type: none"> <li>–Preferred COA from a sust. perspective</li> <li>–Sust. input to COA brief</li> <li>–Updated running estimates</li> </ul>	<ul style="list-style-type: none"> <li>–Approved sustainment priorities</li> <li>–Approved sustainment plan</li> <li>–Refined CCIR &amp; EEFI</li> </ul>	<ul style="list-style-type: none"> <li>–Integrated scheme of sustainment:           <ul style="list-style-type: none"> <li>□ OPORD (par. IV)</li> <li>□ Annexes (annex F)</li> <li>□ Overlay</li> <li>□ synchronization matrix</li> </ul> </li> </ul>

Joint Command Relationships		(JP 1)	Command relationship	Army Command & Support Relationships	(FM 6-0)
<b>Command relationship</b>	<b>Categories of support</b>				
-Combatant command	-General support		-Organic	<b>Support relationship</b>	<b>Other</b>
-Operational control	-Mutual support		-Assigned	-Direct support (DS)	-Administrative control (service authority)
-Tactical control	-Direct support		-Attached	-Reinforcing	-Coordinating authority
-Support	-Close support		-Operational control	-General support (GS)	-Direct liaison authorized (DIRLAUTH)
			-Tactical control	-General support-reinforcing	-Area support (typical method for GS)

# Sustainment DOCTRINE Mat: Logistics Authorities & Common User Logistics (CUL)

As of 17 August 2016

**Rules for Planning Joint Sustainment** (Mark Solseth, Article, ASM)  
 –First, sustainment is provided by the service or DLA.  
 –Second, consider exceptions to the first rule if those exceptions make sense for the specific joint operation being planned.  
 –Third, reconcile items not covered or that are in conflict using joint boards, centers, offices, cells, & groups.

**Army Title 10 Sustainment Requirements** (10 USC, ADRP 4-0)  
 –Recruiting.  
 –Organizing.  
 –Supplying.  
 –Equipping (including research & development).  
 –Training.  
 –Servicing.  
 –Mobilizing.  
 –Demobilizing.  
 –Administering (including the morale & welfare of pers.).  
 –Maintaining.  
 –Construction, outfitting, & repair of military equipment.  
 –Construction, maintenance, repairs of building & structures, utilities, acquisition of real property & interests in real property necessary to carry out the responsibilities. (\*Organizing & Training are not considered sustainment responsibilities.)

**Army Support to Other Services (ASOS)** (ATP 3-93)  
 –Missile defense  
 –Fire support  
 –Base defense  
 –Transportation  
 –Fuel Distribution  
 –General engineering  
 –Intra-theater med. evacuation  
 –Logistics management  
 –Communications  
 –CBRN defense  
 –Explosive ordnance disposal

**Army Support to Other Services (ASOS)**  
 –Airfield Repair (JP 3-34)  
 –Sealift Support to Joint Operations (JP 4-01.2)  
 –Joint Terminal Operations (JP 4-01.5)  
 –Joint Logistics Over-the-Shore (JP 4-01.6)  
 –Petroleum, Storage, Distribution, and Protection (JP 4-03)  
 –Theater Collection Point and Evacuation Support (JP 4-06)  
 –Provide Logistics Support to EPW (JP 4-09)

**DLA**  
 –Bulk petroleum  
 –Medical materiel  
 –Subsistence  
 –Construction/barrier materiel  
 –Logistics use of electronic data interchange (EDI) standards

**USTRANSCOM**  
 –Transportation & traffic management

**Joint Staff**  
 –Global combat support family of systems requirements management & governance Structure

<b>Joint Logistics Authorities</b>		(JP 4-0)			
	–DOD Executive Agent		–Directive Authority for Logistics (DAFL)		
<b>Army Title 10 Logistics Requirements</b>		(FM 4-95)			
	–Lead Service		–Base Operating Support-Integrator (BOS-I)		
<b>NATO Logistics Options</b>		(ADRP 4-0)			
	–National support element		–Host nation support		
	–Multinational integrated logistics units		–Mutual support agreements		
	–Contracting support to multinational operations		–Role specialization		
<b>Acquisition and Cross-Servicing Agreements</b>					
<b>Combatant Commander's Powers &amp; Authorities</b>		<b>Combatant Commander's Directive Authority for Logistics</b>			
USC Title 10 CCDR has authoritative direction for training, equipping, and logistics (DAFL) of forces and Services under his command.		Organize forces to meet theater requirements to include directing the establishment of:  • Joint logistics boards/centers • Joint logistics Task Forces • Joint logistics Headquarters • other logistics arrangements as deemed necessary  or assigns responsibility for: • Lead Service • Delegated Executive Agency responsibility			
Executive Agent Authority assigned to CCDR or Service by POTUS/SECDEF					
<b>Key Discussion Points:</b>					
<ul style="list-style-type: none"> <li>Executive Agency responsibility is assigned by POTUS/SECDEF to CCDR, Service, DOD Agency. Responsibility can be delegated to a subordinate organization.</li> <li>DAFL is legal authority of CCDR to organize and execute logistics in his area of responsibility as deemed necessary. Logistics is a Service responsibility unless directed otherwise by CCDR for Services under his command.</li> <li>Lead Service for logistics is the responsibility designated by either Executive Agency or CCDR's DAFL to provide specific common user logistics, or common item of support to two or more services.</li> <li>Directive authority cannot be delegated or transferred. However CCDR can direct responsibility to a Service or force to plan, coordinate and execute specific logistics, common user logistics, common item support or establish agreements between two or more Services for logistics support.</li> </ul>					
<b>LEGEND:</b> CCDR = Combatant Commander DAFL = directive authority for logistics DOD = Department of Defense POTUS = President of the United States SECDEF = Secretary of Defense USC = United States Code					
<b>CUL Suitability for Classes of Supply</b> (JP 4-0)		<b>CUL Suitability for other Logistics Functions</b> (JP 4-07) <i>Obsolete</i>			
<b>Class of Supply</b>	<b>CUL Suitability</b>	<b>Service Type</b>	<b>CUL Suitability</b>		
I. Subsistence	Fully suited to CUL	Maintenance & salvage	Limited to common ground, electronics, communications, & salvage		
II. Gen spt. items	Limited CUL suitability	Transportation	Limited to common air, sea, port, land trans.; & jnt. mvt. ctrl.; JLOTS; & JRSOI		
III. POL	Exclnt CUL candidate; minor limitations	Civil engineering	Fully suited for CUL		
IV. Const. & br. mat.	Fully suited for CUL	Hazardous material & waste management	Fully suited for CUL		
V. Ammunition	Limited to small arms & select larger				
VI. Prsnl. dem. items	Fully suited for CUL				
VII. Major end items	Not suitable for CUL	Health service support	Fully suited for CUL		
VIII. Med. mat. & rpr.	Fully suited for CUL				
IX. Rpr. parts (-med.)	Not suitable for CUL except common	Other services	Fully suited for CUL; mortuary affairs; reutilization & disposal; EOD; water purification; food service, laundry & shower; clothing & textile repair		
X. Mat. to spf non-mil.	Fully suited for CUL				

**Logistics Boards, Centers, Offices, Cells, & Groups**

**Strategic Level**

–Joint logistics board (JLB)  
 –Joint materiel priorities & allocation board (JMPAB)  
 –Joint transportation board (JTB)  
 –Joint logistics operations center (JLOC)  
 –Deployment & distribution operations center (DDOC)  
 –Defense health board (DHB)  
 –Defense medical materiel program office (DMMPO)  
 –Global patient movement integration center (GPMIC)  
 –Armed services blood program (ASBP)

**Operational Level**

–Joint logistics operations center (JLOC)  
 –Joint deployment & distribution operations center (JDDOC)  
 –Combatant commander logistic procurement support board (CLPSB)  
 –Joint requirements review board (JRRB)  
 –Joint contracting support board (JCSB)  
 –Joint civil-military engineering board (JCMEB)  
 –Joint environmental management board (JEMB)  
 –Joint facilities utilization board (JFUB)  
 –Logistics coordination board  
 –Joint mvmt. center (JMC)  
 –Theater patient movement requirements center (TPMRC)  
 –Joint patient movement requirements center (JPMRC)  
 –Joint blood program office (JBPO)  
 –Joint petro. office (JPO)  
 –Subarea petro. office (SAPO)  
 –Joint mortuary Affairs office (JMAO)  
 –Explosive hazards coordination cell (EHCC)  
 –Joint munitions office (JMO)

# SUSTAINMENT PLANNING CONSIDERATIONS

## MEDICAL

AHS (Army Health System) = HSS (treatment focus) + FHP (prevention focus)

Roles of Medical Care:

Role 1: Unit level; immediate lifesaving measures, EMT/ATM (CLS/Medic/BAS)

Role 2: EMT/ATM, Initial resuscitation; RTD 72 hrs (BSMC/MCAS); (FRST aug)

Role 3: Resuscitation, surgery (CSH/USNS Comfort or Mercy/EMEDS/EMF)

Role 4: Definitive Care; Regional hospitals (CONUS/OCONUS)

Medical Evacuation methods:

MEDEVAC: Dedicated medical platform w/ medical personnel

CASEVAC: Movement on nonmedical vehicle

## MAINTENANCE

Field Maint. (replace forward)

Sustainment Maint. (repair rear)

FSC/BSB & SMC/CSSB

AFSB & higher

## TRANSPORTATION

Movement Control: Planning, allocating, routing, coordinating, ITV; decentralized execution, MCTs located at Nodes (Terminals/Ports/CRSP/CSC/ITP/Distro Sites)

Intermodal Opsns: Modes (Hwy/Air/Water/Rail)

Container Management: Visibility/Accountability

## SERVICES

Mortuary Affairs: MACP (20 HRs/day); TMEP at APOD (250 HRs/day)

Aerial Delivery: TADSC & CADC (40 STON/day); ADSC & DADC (200 STON);

DPPC (13,500 chutes); BADSC (67 STON; 3600 chutes)

(Methods: Airdrop/Airland/Slingload)

Field Services: 6xSLCR/company; supports 21,000 troops on an area basis

Water Purification: QM CSC (120K/day); Water Support Co. (450K/day)

## SUPPLY

Basic Load: Quantity of supplies required to be on-hand within, & can be moved by a unit & maintained at the prescribed levels

Combat Load: Minimum mission-essential equipment & supplies determined by the cdr for carrying out the mission

Combat Configured Load: Class V configured at national-provider level based on known task organizations and by request

Mission Configured Load: Class V configured in theater for specific reqs

Required Supply Rate: What Class V the cdr wants; unit requirement

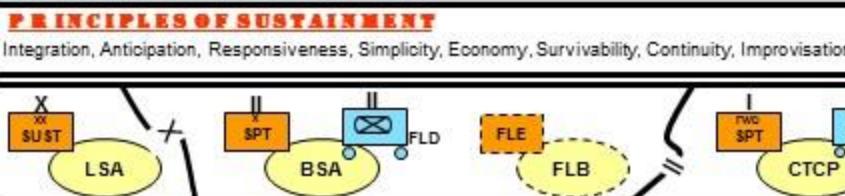
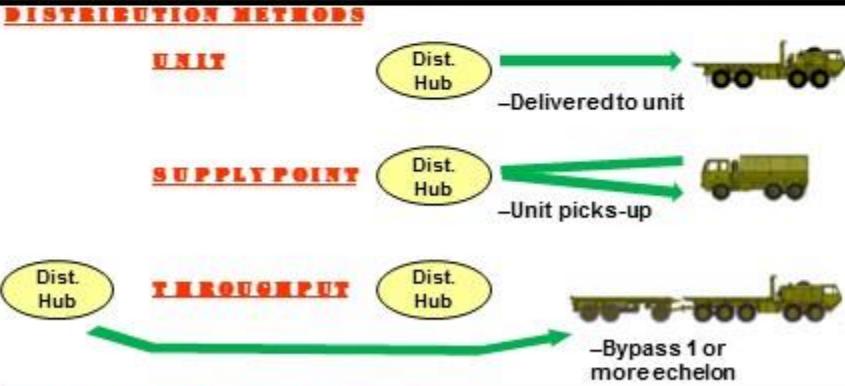
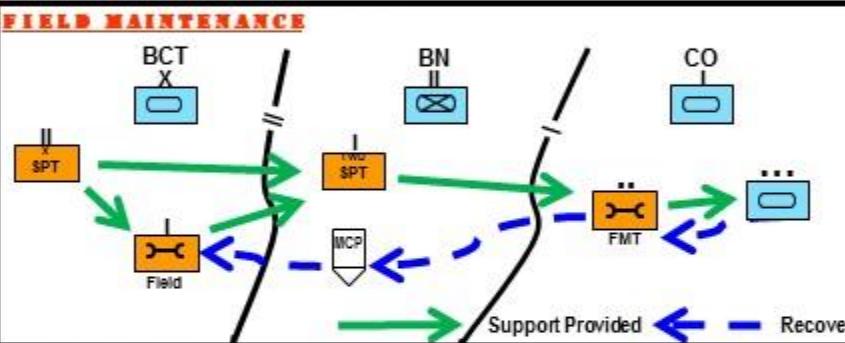
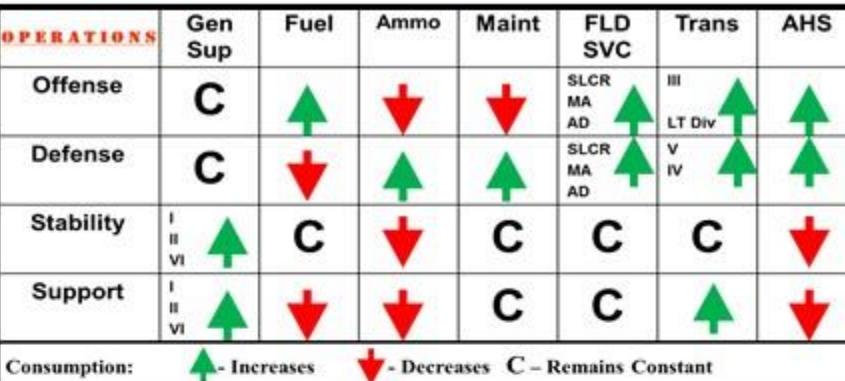
Controlled Supply Rate: What Class V the cdr gets; higher HQ constraint

## BCT MAX LOAD CAPACITIES

ABCT				
Class	Unit	FSC	Distro Co	
Fuel	181,874 (gals)	150,000 (gals)	90,000 (gals)	
Water	13,200 (gals)	7,200 (gals)	20,000 (gals)	
Supply & Cargo	1,580 (pallets)	1,736 (pallets)	798 (pallets)	
	1,648 (stons)	2,349 (stons)	1,315 (stons)	

IBCT				
Type	Unit	FSC	Distro Co	
Fuel	66,356 (gals)	65,000 (gals)	25,000 (gals)	
Water	14,000 (gals)	7,200 (gals)	20,000 (gals)	
Supply & Cargo	1,702 (pallets)	1,130 (pallets)	568 (pallets)	
	1,159 (stons)	1,367 (stons)	938 (stons)	

SBCT				
Class	Unit	FSC	Distro Co	
Fuel	87,795 (gals)	60,000 (gals)	50,000 (gals)	
Water	19,200 (gals)	9,600 (gals)	20,000 (gals)	
Supply & Cargo	1,838 (pallets)	1,286 (pallets)	806 (pallets)	
	1,531 (stons)	1,688 (stons)	1,303 (stons)	



# 3 5 M M

## 3 CLASS III Fuel

- 3 combat loads in a BCT: (No ground storage!!)
- 1x in system (combat vehicles)
  - 1x in FSC (M978 HEMTT 2500 Gal tankers)
  - 1x in BSB

## 5 CLASS V Ammunition

**Required Supply Rate (RSR):** What commander wants due to desired effects.

**Controlled Supply Rate (CSR):** What commander gets due to supply constraints.

## M MEDICAL Health Service Support

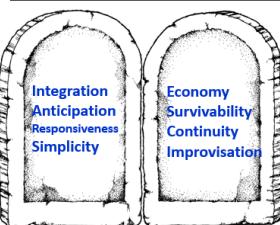
### Roles of Medical Care:

- Role I: Self and buddy aid, immediate lifesaving measures
- Role II: (BSBs & DIVs) Resuscitative treatment, possible FRST augmentation ,40 cots (RTD 72 hrs).
- Role III: (Corps & Theater) Surgical, CSH, Hosp. Ship
- Role IV: Regional Hospitals (CONUS & OCONUS)
- Role V: Medical Center in USA
- **Medical Evacuation methods:**
- MEDEVAC: Dedicated medical platform w/ medical personnel
- CASEVAC: Movement on nonmedical vehicle

## M MAINTENANCE

### Field Maintenance Sustainment Maintenance

Replace on system Repair off system  
BSB\* /FSC SUS BDE &  
higher



**R – C = S**  
(Requirements minus Capabilities equals Shortfalls)

## AMMO



## EMERGENCY RESUPPLY

Unit type, size, duration, how fast to delivery?  
Class V, VIII, Water and III.  
Slingload, Airdrop (Pre-rigged)

## Logistics Planning Placemat

### OFFENSE

- Class III & V, VII priority
- Casualty rates higher
- Medical assets FWD
- Extended LOCs
- Congested road networks
- Plan for alternate resupply methods (ex: air lift/air drop)

### DEFENSE

- Class III usage lower (unless mobile defense)
- Class IV requirements higher
- Class V priority, usage higher

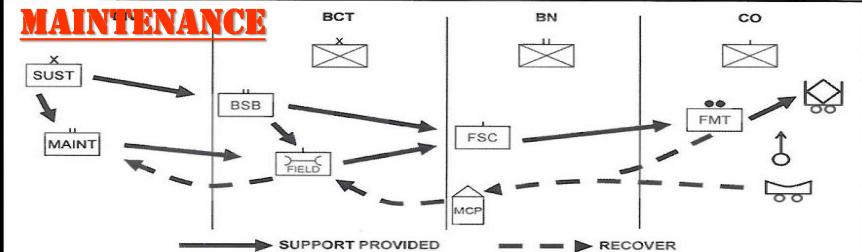
### STABILITY

- U.S. and multinational forces in a wide range of missions including:
  - Internment/Resettlement (I/R) Ops
  - Restore essential services
- Class I and H2O increased for local consumption
- Local purchases increase to infuse cash in economy

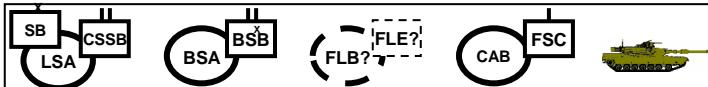
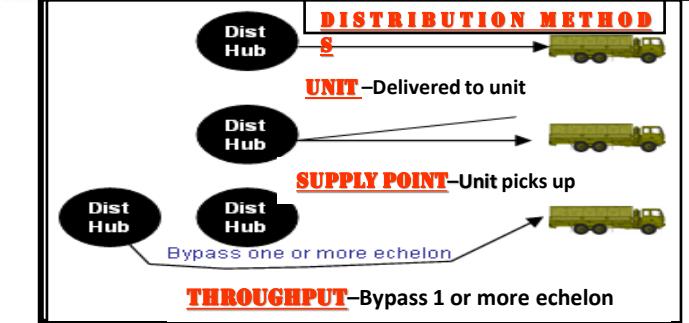
### CIVIL SUPPORT

- Class I, III, & VIII primary
- Medical services likely
- Transportation assets in high demand
- Interagency coordination

## MAINTENANCE



## DISTRIBUTION METHOD



**BSA**

- Location: METT-TC (BCT S-3 and BSB CDR)
- Close enough to provide responsive support
- Out of enemy medium artillery range
- Away from likely enemy avenues of approach
- Occupants:
  - Brigade support battalion (SPT)
  - Forward support companies (FWD SPT) (-)
  - BMS Field trains
  - HHC, BCT
  - BCT Main CP Sustainment Cell, potentially
- Size: 4km by 7km

**Notional Brigade Support Area**

**EXAMPLE Concept of Health Support**

Flight Speed (kph)	Starting Point	Destination	Distance(km)	Travel time [one way]	Travel time [rd trp]	Admin Time
278	ATK LION	Bumbady Airfield	115	24m 40s	49m 38s	
	Bumbady Airfield	OBU WHISKEY	15	3m 15s	6m 28s	
	Bumbady Airfield	OBU UNIFORM	35	7m 35s	15m 6s	
	Bumbady Airfield	OBU BRAVO	85	18m 20s	36m 40s	

**Phase IIIa**

**ATK LION**

- 396<sup>th</sup> CSH will provide Role III hospitalization and outpatient services.
- 48 ICU beds; 200 ICW beds; 6 OR tables staffed for 96 table hrs/day
- 261<sup>st</sup> MMB established vic. ATK LION IOT provide Role II area medical support, ancillary service support and evacuation support.

**FLE Bumbady**

- BSMC and 933<sup>rd</sup> FST will conduct ground convoy with 25<sup>th</sup> BSB and establish operations vic. Bumbady IOT provide Role II and surgical support during offensive ops.
- BSMC and 933<sup>rd</sup> FST will conduct ground convoy with 25<sup>th</sup> BSB and establish operations vic. Bumbady IOT provide Role II and surgical support during offensive ops.
- BSMC and 933<sup>rd</sup> FST will conduct ground convoy with 25<sup>th</sup> BSB and establish operations vic. Bumbady IOT provide Role II and surgical support during offensive ops.

**OBJ WHISKEY**

- BAS will conduct movement with maneuver units during ATK on OBJ
- WHISKEY IOT provide Role I support to organic units

**CL VIII**

- Each medical unit will carry 5 DOS on hand
- BMSO will order CL VIII and BSMC will push to Role I via ambulance backhaul
- Emergency resupply conducted ICW MEDEVAC missions
- CL VIII will be maintained at FST (5 DOS)

**Evacuation Support**

- Ground Ambulances will PREPO with BSMC
- 6x HH60Gs will fly MEDEVAC from airfield vic. Yevlahk; Echelon to Bumbady upon security of BSA site

**The Process for Sustainment Planners**

**EXAMPLE Concept of Support**

**Mission Analysis**

- Sustainment Prep of the Operational Environment (Log IPB).
- Determine Requirements
- Determine Capabilities
- Identify Shortfalls
- Mitigate Shortfalls
- Concept of Support
  - Sustainment Overlay
  - Log Synchronization Matrix
- Sustainment Rehearsal
- Write Paragraph 4 and Annexes

**Ph IIIa:**

- 1) Enable gap crossing by supplying required CL III incl fog oil and bridging assets to 1-10 IBCT.
- 2) Enable air assault of TF 3-17 with 20K gal CL III at FAARP #3.
- 3) Establish a FLE vic PL RED with III, IV and V to support defense in Phase IIIb.

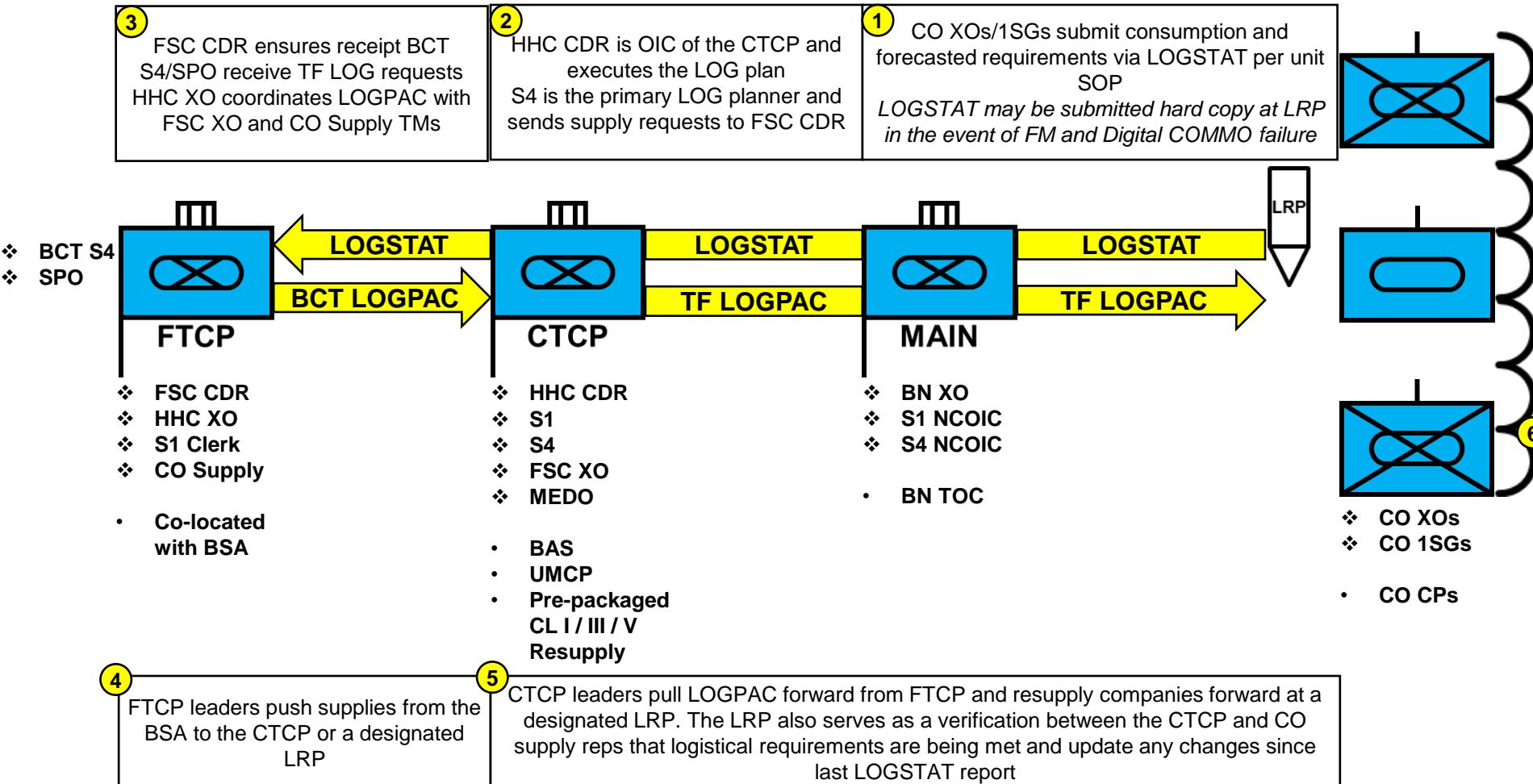
**Should become criteria in the Decision Support Template (DST)**

**Sustainment Estimate**

# Combat Trains Interaction

The CTCP is the coordination center for sustainment of the Battalion.... Often, the FSC has a representative (e.g., XO) at the CTCP.  
**The CTCP also monitors the current tactical situation on the command net to assume its function as the alternate main CP.**  
*FM 3-90.5 The Combined Arms Battalion, Chapter 3, Section III*

The FTCP is the link between the CTCP and the Brigade Sustainment Area (BSA) where the Battalion directly interacts with the Brigade in order to request supply and organize LOGPACs to push to the CTCP. (NTC TTP)



## Legend

- ❖ Key Personnel
- Key Sustainment / MC Node

### Battalion Roles:

- Print and provide DA Form 5988E to maneuver companies to track faults and develop parts requirements
- Consolidate faults collected from operator level PMCS and order parts through SAMS-E
- Provide a Field Maintenance capability through CO FMTs and the establishment of a UMCP where the BN Maintenance PLT focused on line replacement from PLL and shop stock
- Establish FTCP capability as a link to the BSB to facilitate parts ordering and packaging for forward delivery

FM 3-90.5, Chapter 12, Section VI

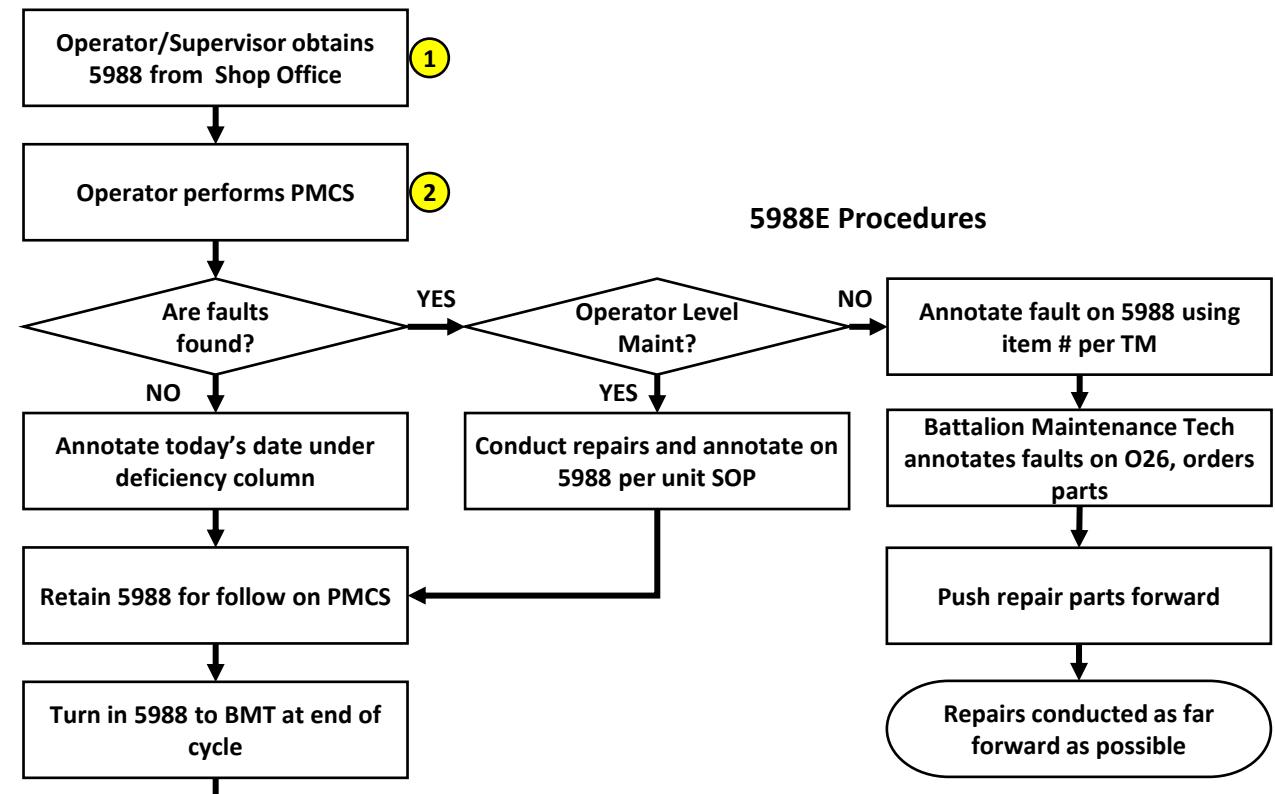
### Company Roles:

- Conduct daily PMCS and annotate faults on DA Form 5988E for consolidation at the company level
- Deliver consolidated faults to BMT and track status codes of necessary parts on updated DA Form 5988E during each maintenance cycle
- Assess maintenance/repair site based on estimated time of repair per TM and FMT guidance.

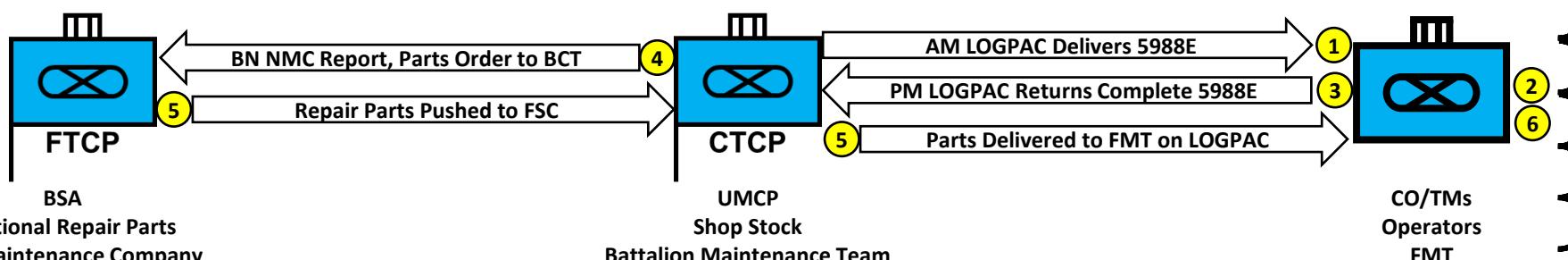
FM 3-90.1, Chapter 10, Section V

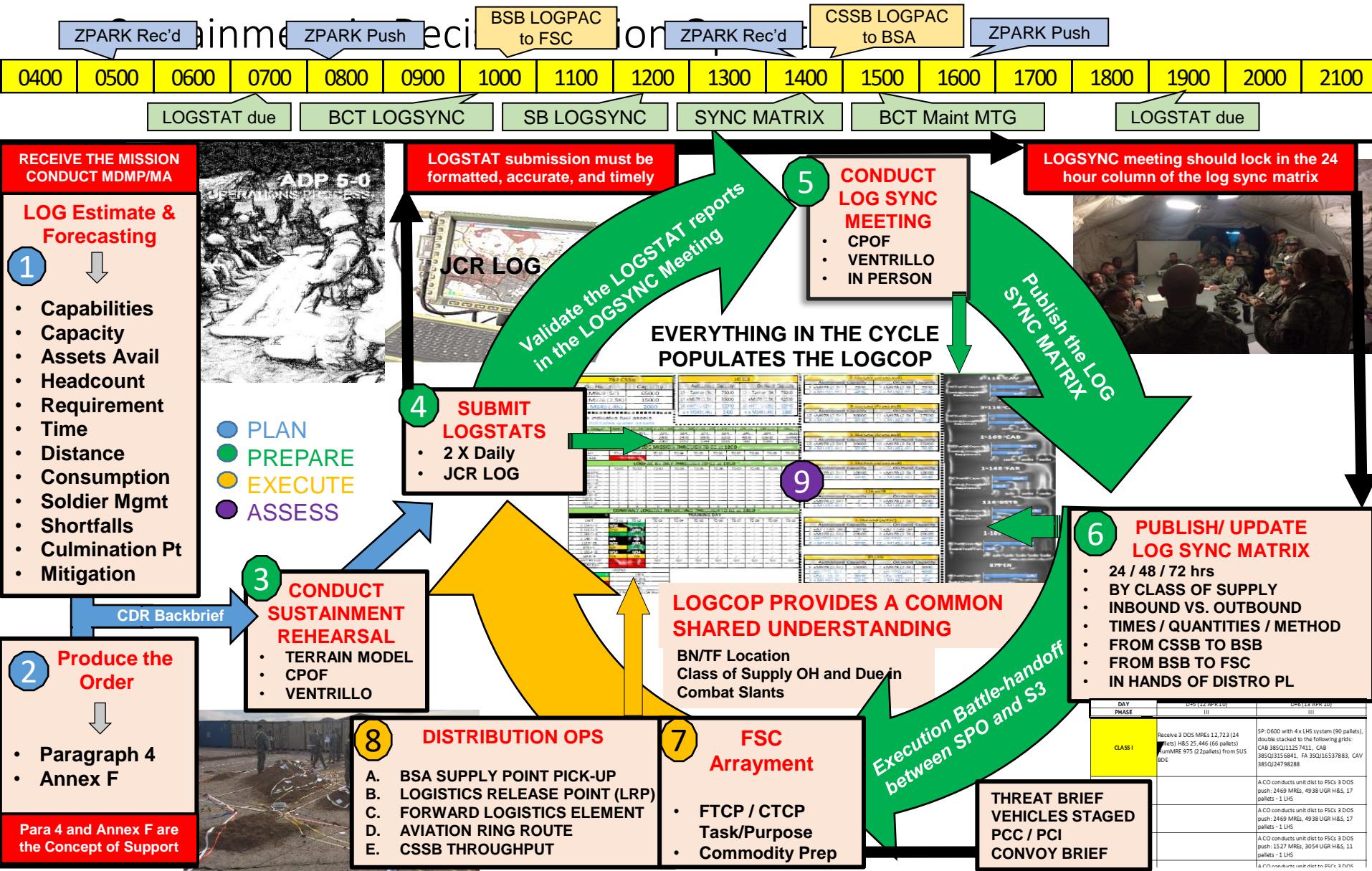
Table 10-2. Vehicle Repair and Maintenance Time Guidelines

MAINTENANCE/REPAIR SITE	TIME GUIDELINE
On site	Less than 2 hours
UMCP	2 to 6 hours
FSB/field trains/TFSA	6 to 24 hours
DSA	24 to 36 hours



### 5988E / Parts Flow (A way)







# Echeloned Trains Tasks

## BCT - Trains Functions (FM 3-96)

Field Trains Command Post (FTCP)	Combat Trains Command Post (CTCP)	
Synchronizes and integrates the BCT concept of support	Tracks the current battle.	<b>Bottom Line Up Front (BLUF):</b> The <b>composition</b> (Organization, Personnel, Equipment) of the CTCP and FTCP should be driven by <b>capability</b> required to effectively execute their required <b>tasks</b> . Sustainment Doctrine does not specify the composition of the FTCP & CTCP. FM 3-96 specifies the <b>tasks</b> expected of each node. Commander must organize personnel and equipment to best support their BCTs mission (METT-C). FTCP/CTCP composition may change based on the mission (Offense, Defense, Stability, DSCA).
Coordinates logistics requirements with the BSB SPO	Controls sustainment support to the current operation.	The <b>combat trains command post (CTCP)</b> is responsible to coordinate with lateral units in the event of organic assets are not capable of providing timely support to subordinate troops. The CTCP may need to coordinate with adjacent battalions to utilize their resources to create efficiencies. Ref: FM 3-96
Configures logistical packages tailored to support requirements.	Provides sustainment representation to the main command post for planning and integration.	The <b>field trains command post (FTCP)</b> are responsible for the organization, operation, and synchronization of logistics packages (LOGPACs). It provides direct coordination between the battalion and the BSB. When organized, the field trains usually consists of elements of the battalion HHC, S-1, and S-4 and may contain elements of the FSC not located at the CTCP. The FTCP facilitates the coordination and movement from the BSB to the battalion. The field trains are responsible for coordination of security of its area of responsibility within the brigade support area (BSA). Ref: FM 3-96
Coordinates with the BCT for personnel services and replacement operations.	Monitors supply routes and controls the sustainment flow of material and personnel.	
Forecasts and coordinates future sustainment requirements.	Coordinates evacuation of casualties, equipment, and detainees	
Coordinate retrograde of equipment and personnel (casualty evacuation, personnel movement, and human remains).	Coordinates the evacuation of detainees and casualties.	
	Coordinates the evacuation of equipment to field trains command post (FTCP) and repairs equipment	
	Religious support.	
What personnel, equipment, organization and systems are required at each echelon of trains to support the Battalion?		<p>The diagram illustrates the Notional battalion concept of support. It shows the hierarchy of echelons: Company Echelon Trains, Battalion Support Area (BSA), and Battalion. The diagram includes symbols for Field Trains, Combat Trains, and various support units like SPT, FWD SPT, and FSC. Arrows indicate the flow of information and support between these units.</p>

FM 3-96, Figure 9-1. Notional battalion concept of support



# FSC Battlefield Geometry

## FLOT

### FLD MAINT TM AR (x2)

#### PERSONNEL:

1-E7,91A  
1-E6,91A  
3-E5,91AH8  
1-E4,91AH8  
2-E1-4,91A  
3-E3,91AK4  
1-E4,92A

#### EQUIPMENT:

2-JCR-LOG  
1-SAMS-1E  
2-HMMWV  
1-SECM  
1-MTV w/TRL  
1-PLS w/TRL  
1-FRS  
1-M88

The FSC establishes a LRP where 1SGs and Supply SGTs link up with Distro PLT for transfer to Company Trains

### COMPANY ECHELON TRAINS



### FLD MAINT TM INF (x2)

#### PERSONNEL:

1-E7,91M  
1-E6,91M  
2-E5,91MH8  
1-E5,91M  
1-E4,91MH8  
2-E4,91M  
1-E4,92A  
1-E3,91MH8  
1-E3,91M

#### EQUIPMENT:

2-JCR-LOG  
1-SAMS-1E  
1-HMMWV  
1-SECM  
1-MTV w/TRL  
1-PLS w/TRL  
1-FRS  
1-M88

## REAR

### CTCP

**TASK:** The CTCP coordinates and executes sustainment operations between the FTCP and Company Trains

**PURPOSE:** The CTCP is the closest sustainment node owned by the maneuver battalion to the Forward Line of Troops (FLOT) and serves as the forward focal point for all logistics functions for the maneuver battalion.

The FTCP team gathers the requested commodities, breaks bulk materiel, and configures loads for the FSC distribution platoon to pick up, or A CO to deliver to an LRP. They also serve as a direct liaison to the BSB SPO and receive all FSC convoys arriving at the BSA.

### LRP

### FSC

### BSB

### BSB

### FTCP

### BSA

### FIELD TRAINS

### CTCP

#### PERSONNEL:

BN S1  
BN S4  
FSC CDR  
FSC 1SG  
FIELD FEEDING SECTION  
DISTRO PLT (-)  
MAINT PLT (-)

#### EQUIPMENT:

JCR TOC KIT  
1-CK  
1-MTRC  
1-CAMEL  
1-BUFFALO  
ALL CLIII(B)  
7-PLS w/TRL  
4-LHS w/TRL  
SATS + FRS  
1-HEMT WRKR  
2-LMTV WRKR  
4-M88  
VSAT

### FTCP

**TASK:** The FTCP serves as the supported BN CDR's primary direct coordination element with the BSB in the BSA.

**PURPOSE:** The FTCP coordinates requirements with the BSB SPO, configures push or pull LOGPACs for the FSC Distro PLT or A CO Trans PLT to push to the CTCP or direct to LRP

### SPT

### BSA

### FIELD TRAINS

### FTCP

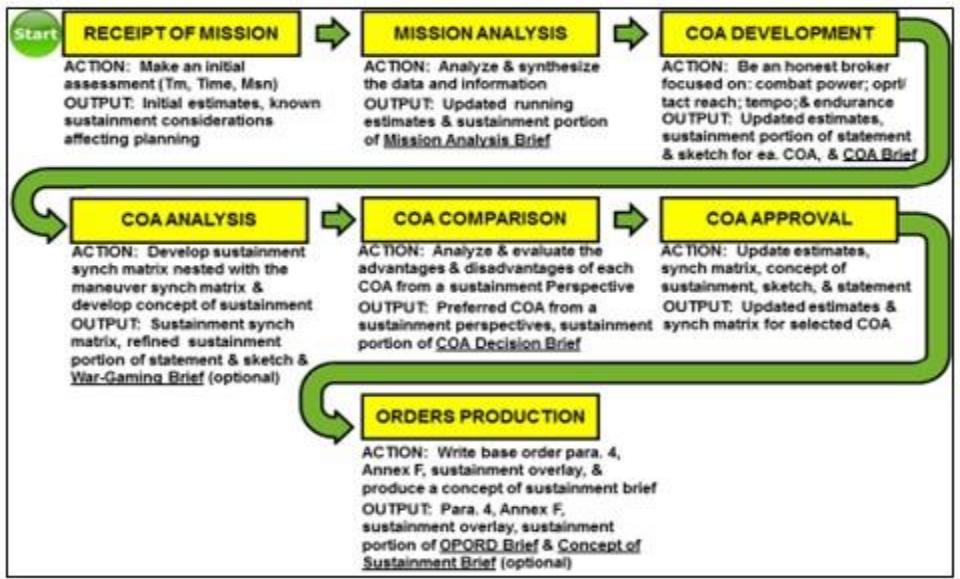
#### PERSONNEL:

1-FSC XO,O2,88A  
1-MAINT CTL OFF,  
O2,91A, 1-E6,92Y, 1-  
E3,92Y1K, 1-E6,92G,  
1-E4,89B, 1-E5,88M  
1-E3,88M

#### EQUIPMENT:

2-JCR-LOG  
4-VRC-92F  
2-HMMWV w/TRL  
1-LMTV w/TRL  
1-PLS w/TRL

# Sustainment Duties/Actions During MDMP



- BCT XO's Duties Include:
  - The CDR's principal assistant & directs staff tasks, manages & oversees staff coordination, & special staff officers.
  - Serves as key staff integrator.
  - Synchronizes the BCT staff during the military decision making process (MDMP).
  - Establishes & maintains staff planning timelines.
  - Provides oversight of sustainment planning & operations for the CDR.
- BCT S-1's Duties Include:
  - Principal staff officer for all matters concerning human resources support.
  - Human resources support is comprised of personnel readiness management; personnel accountability; strength reporting; personnel information management; casualty operations; essential personnel services; band support; postal operations; reception, replacement, return-to-duty, rest & recuperation, & redeployment operations; morale, welfare, & recreation (MWR); & human resource planning & staff operations
  - Provides input for Para. 4; prepares a portion of Annex F (Sustainment).
- BCT S-2's Duties Include:
  - Principal staff officer responsible for providing intelligence to support current operations & plans.
  - Collects, analyzes, & disseminates information & intelligence.
  - Plans EPW processing with S-1 & S-4.
  - Provides intelligence of known threats to support areas & lines of communications.
  - Provides enemy, terrain, weather, & civil considerations impacting sustainment within the BCT's AO.
  - Prepares Annex B (Intelligence) & assists the S-3 in preparing Annex L (Information Collection).
- BCT S-3's Duties Include:
  - Principle staff officer responsible for coordinating the activities of the M&M WFF.
  - Integrates & synchronizes the operation as a whole for the CDR.
  - Develops plans & orders, & determines potential branches & sequels.
  - Recommends priorities for allocating critical resources of the BCT, including time, personnel, supplies, & equipment.
  - Serves as brigade terrain manager.
  - Integrates all WFF into planning & operations.
  - Develops the ammunition required supply rate (RSR).
  - Plans BCT unit movements, to include deployments.
  - Prepares Annex A (Task Organization), Annex C (Operations), Annex L (Information Collection), Annex M (Assessment), Annex R (Reports), Annex V (Interagency Coordination), & Annex Z (Distribution).

- BCT S-4 Duties Include:
  - Principle staff officer responsible for logistics planning & operations; develops logistics plan to support BCT.
  - Coordinates for all logistics including: maintenance, transportation, supply, field services, distribution, operational contract support, & general engineering support.
  - Coordinates w/ BSB & supporting SBDE on current & future support requirements & capabilities.
  - Monitors & analyzes the equipment readiness status of all BCT units.
  - Conducts logistic preparation of the battlefield (LPB).
  - Recommends sustainment priorities & controlled supply rates (CSR) to the CDR ICW S-3.
  - Coordinates with S-3, ASST BDE ENG, & BSB for selection of supply points, routes & support areas.
  - Prepares Paragraph IV, Annex F (Sustainment), Annex P (Host-Nation Support) & Annex W (Operational Contract Support).
- BCT S-6's Duties Include:
  - Principal staff officer for all matters concerning network operations
  - Provides network transport & information services, conducts network operations to operate & defend the network, enables knowledge management, manages LandWarNet & combat net radios assets in area of operation, & performs spectrum management operations.
  - Assists logisticians & SASMO in establishing a network to support sustainment reporting & Logistics Information's Systems (LIS).
  - Prepares Annex H (Signal) & assists the S3 & S2 in preparing Appendix 12 (Cyberspace Electromagnetic Activities) to Annex C (Operations).
- BCT S-8's Duties Include:
  - Principle staff officer responsible for finance operations & resource management.
  - Finance operations is comprised of providing timely commercial vendor services & contractual payments, various pay & disbursing services, oversees & manages the Army's Banking Program & implements financial management policies & guidance.
  - Resource operations is comprised of providing advice & recommendations to the CDR, identifying sources of funds, forecasting, capturing, analyzing & managing costs; acquiring funds, distributing & controlling funds; tracking costs & obligations; establishing & managing reimbursement processes; & establishing & managing the Army Managers' Internal Control Program.
  - Provides input for Para. 4; prepares a portion of Annex F (Sustainment).
- BCT S-9's Duties Include:
  - Principal staff officer who is responsible for all matters concerning civil affairs.
  - Coordinates relationships between the BCT & the civil component, & synchronizes civil affairs operations to mitigate or defeat threats to civil society.
  - Provides assistance in identifying host nation support requirements.
  - Assists the S4 in conducting LPB in identifying facilities, supplies, & other materiel resources available from the civil sector to support operations.
  - Coordinates with the surgeon on the military use of civilian medical treatment facilities, materials, & supplies.
  - Prepares Annex K (Civil Affairs Operations).
- BCT Surgeon's Duties Include:
  - Principle staff officer responsible for coordinating Army health system (AHS) within the BCT.
  - AHS includes health service support (HSS) & force health protection (FHP).
  - HSS is comprised of casualty care, medical evacuation, & medical logistics.
  - FHP is comprised of preventive medicine, veterinary services, preventive dentistry, & combat & operational stress control, & the area medical laboratory.
  - Develops the mass casualty plan, the MEDEVAC plan, & combat health support plan.
  - Provides medical treatment to Soldiers, detainees (to include enemy prisoners of war), & civilians.
  - Provides input for Para. 4; Prepares a portion of Annex E (Protection) & Annex F (Sustainment).
- BCT Fire Support Officer's Duties Include:
  - Serves as a special staff officer for fires & integrates fires into the scheme of maneuver for the CDR.
  - Provides information on the status of BCT & EAB fires & their systems, including target acquisition assets & munitions.
  - Assists S-3 & S-4 in developing RSR.
  - Manages field artillery ammunition requirements, resupply, & re-allocation.
  - Prepares Annex D (Fires).
- BCT Assistant Brigade Engineer's Duties Include:
  - Serves as a special staff officer responsible for coordinating engineer support for the BCT.
  - Integrates specified & implied engineer tasks into the plan, e.g. improving survivability of BSA.
  - Recommend CSR for engineer specific munitions.
  - Assists in developing RSR for engineer specific munitions; makes recommendation for CSR.
  - Forecasts class IV requirements to support the BCT.
  - Prepares Annex G (Engineer).

# Sustainment Functions & Principles

**Sustainment Functions:** Consists of 13 interrelated functions organized into three categories.

## LOGISTICS:

1. **SUPPLY:** Supply is the acquiring, managing, receiving, storing, and issuing all classes of supply, except Class VII, required to equip and sustain Army forces.
2. **FIELD SERVICES:** Field services are essential services to enhance a soldier's quality of life during operations.
3. **TRANSPORTATION:** Transportation is moving and transferring units, personnel, equipment, and supplies to support the concept of operations.
4. **MAINTENANCE:** Maintenance entails actions taken to keep materiel in a serviceable, operational condition, returning it to service, and updating and upgrading its capability.
5. **DISTRIBUTION:** The operational process of synchronizing all elements of the logistics system to deliver the right things at the right place at the right time.
6. **OPERATIONAL CONTRACT SUPPORT:** The process of planning for and obtaining supplies, services, and construction from commercial sources.
7. **GENERAL ENGINEERING SUPPORT:** Those engineering capabilities and activities that modify, maintain, or protect the physical environment. (construction, repair, maintenance of roads and facilities).

## HEALTH SERVICE SUPPORT:

8. **HEALTH SERVICE SUPPORT:** Consists of all services performed, provided, or arranged to promote, improve, conserve, or restore the mental or physical well-being of personnel in the Army and, as directed, for other services, agencies, and organizations.

## PERSONNEL SERVICE:

9. **HUMAN RESOURCE SUPPORT:** Provides all activities and functions to sustain personnel manning of the force and personnel service support to service members, their families, Department of the Army civilians, and contractors.
10. **FINANCIAL MANAGEMENT OPERATIONS:** (FMO) encompasses resource management and finance operations.
11. **LEGAL SUPPORT:** The provision of operational law support in all legal disciplines (including military justice, international law, administrative law, civil law, claims, and legal assistance) to support the command, control, and sustainment of operations.
12. **RELIGIOUS SUPPORT:** Religious support is the provision and performance of operations for the commander to protect the free exercise of religion for soldiers, family members, and authorized civilians.
13. **BAND SUPPORT:** The provision of music to instill in soldiers the will to fight and win, foster the support of citizens, and promote National interests at home and abroad.

**Principles of Sustainment:** These are not a checklist; they are guides to analytical thinking and prudent planning.

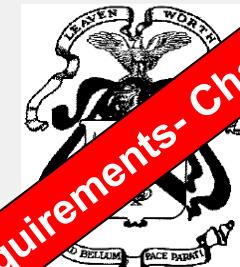
1. **INTEGRATION:** Synchronizing logistics operations with all aspects of army, joint, interagency, and multinational operations.
2. **ANTICIPATION:** The ability to foresee events and requirements and initiate necessary actions.
3. **RESPONSIVENESS:** Providing the right support in the right place at the right time. It is the crucial characteristic of army logistics.
4. **SIMPLICITY:** Avoiding unnecessary complexity in conducting planning, preparing, executing and assessing logistics operations.
5. **ECONOMY:** Providing the most efficient support to accomplish the mission.
6. **SURVIVABILITY:** The ability to protect support functions from destruction or degradation.
7. **CONTINUITY:** The uninterrupted provision of sustainment across all levels of war.
8. **IMPROVISATION:** The ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission.

DLRO

ST 4-2

## SUSTAINMENT:

Application Methods,  
Planning Factors, and Tools



**Requirements- Chapter #1**

# BCT Officers In Sustainment Planning

<b>BCT Executive Officer</b>	<ul style="list-style-type: none"><li>Provides oversight of sust planning for the BCT CDR.</li><li>Directs, coordinates, supervises, and synchronizes the work of the staff to ensure the staff is integrated and aligned with the BCT CDR's priorities.</li><li>Ensures concept of sustainment is synchronized with scheme of maneuver.</li><li>Provides oversight over the BCT maintenance status.</li><li>Sets priorities for the BCT staff sustainment cell.</li><li>Supervises contract operations for the BCT.</li></ul>
<b>BCT S-3</b>	<ul style="list-style-type: none"><li>Recommends priorities for allocating critical resources of the BCT, including time, personnel, supplies, &amp; equipment.</li><li>Serves as brigade terrain manager.</li><li>Integrates all WIFW into planning &amp; operations.</li><li>Develops the ammunition required supply rate (RSR).</li><li>Plans BCT unit movements, to include deployments.</li></ul>

<b>BCT S-1</b>	<ul style="list-style-type: none"><li>Principle staff officer for HR support.</li><li>Plans, provides, &amp; coordinates delivery of HR support &amp; services to all BCT personnel assigned/attached.</li><li>Maintains unit strength &amp; personnel accountability statuses.</li><li>Prepares personnel estimates &amp; annexes.</li><li>Plans casualty replacement operations.</li><li>Assists SPO plan EPW &amp; IDP movement.</li><li>Plans the BCT postal operation plan.</li><li>Conducts essential BCT personnel services.</li></ul>
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<b>BCT S-2</b>	<ul style="list-style-type: none"><li>Is principle staff officer responsible for logistics planning/ops.</li><li>Develops the logistics plan to support BCT.</li><li>Ensures BSBinegration &amp; coordination of log. requirements.</li><li>Coordinates with DIV for current/future support requirements.</li><li>Conducts logistics preparation of the battlefield.</li><li>Manages LOGSTAT reporting for the BCT.</li><li>Monitors &amp; analyzes BCT equipment readiness.</li><li>Plans special trans missions, deployment, inter-theater mvmt.</li><li>Recommendids sustainment priorities &amp; controlled supply rates.</li></ul>
<b>BCT S-8</b>	<ul style="list-style-type: none"><li>Principle staff officer responsible for finance operations (FO) &amp; resource management (RO)</li><li>Plans FO/RO support for BCT<ul style="list-style-type: none"><li>FO-commercial vendor services &amp; contractual payments, various pay &amp; disbursing services, oversees &amp; manages the Army's Banking Program &amp; implements FM policies &amp; guidance</li><li>RO-advice &amp; recommendations to the CDR, identifying sources of funds, forecasting, capturing, analyzing &amp; managing costs; requiring funds, distributing &amp; controlling funds; tracking costs &amp; obligations; establishing &amp; managing reimbursement processes; &amp; establishing &amp; managing the Army MILCP</li></ul></li></ul>

Provides input for Para. 4; prepares a portion of Annex F (Sustainment).

## Supporting Offensive Operations

- Higher fuel consumption (Class III).
- Historically, ammunition expenditures are lower; however, responsive resupply is critical.
- Increased transportation requirements supporting preplanned push packages of essential items (Class V, IIIB, IX).
- Maximum use of throughput is required.
- Higher casualty rates, increase requirement for medical evacuation.
- Field services sometimes are suspended.
- Maintenance priorities established focusing on major wpn systems.
- Proficiency in BDAR; Recover damaged vehicles from MSR.
- Viability of water sources.

## Supporting Defensive Operations

- Supply activity is the greatest in the preparation stage.
- Plan for increased Class V expenditures.
- Increased Class IV requirements – request at throughput.
- Resupply should be conducted during limited visibility hours.
- Reduced equipment evacuation.
- Increased demand for Class II CBRN items.
- Potential for sites to hold displaced and detained persons.
- Pre-Po Class IIIB, V, and IV in centrally located position well forward.
- Includes catering, maintenance and repair, sanitation, laundry, and transportation.

## BCT Chaplain

- Serves as religious leader & religious staff advisor.
- Ensures the free exercise of religion.
- Provides tech supervision of subordinate chaplains & UMTs.
- Advises CDR & staff on religion, morals, morale, and ethical issues, both within the BCT & throughout AO.
- Develops plans, policies, & programs for religious support.
- Coordinates & synchronizes area & denominational coverage.
- Coordinates & synchronizes all tactical, logistical, & administrative actions for religious support operations.

Provides input for Para. 4; prepares a portion of Annex F (Sustainment).

## BCT Surgeon

- Is the personne staff officer responsible for HSS.
- Advise CDR on the physical & mental health of BCT.
- Manages HSS activities and coordinates implementation.
- Provides HSS & FHP planning support to BCT:
  - HSS/ casualty care, medical evacuation, & medical logistics.
  - FHP-preventive medicine, veterinary services, preventive dentistry, & combat & operational stress control, & the area medical laboratory.
- Plans the BCT postal operation plan.

Provides input for Para. 4; prepares a portion of Annex L (Protection) & Annex F (Sustainment).

## Sustainment In Decisive Action

### Supporting DSCA Operations

- Sustainment is the primary focus.
- Army sustainment units conduct the decisive action.
- There is interagency coordination.
- Distribute food, water, supplies, and medical.
- Transportation, supply, and medical units are in high demand.
- Maintenance units support civilian organizations.

### Supporting Stability Operations

- Support tailored for a wide range of missions.
- U.S. and multinational forces perform a wide range of missions.
- There are long-term and short-term missions.
- There are movement control challenges.
- Maintenance units support civilian organizations.
- Medical personnel have direct contact with the local population.
- Perform long-term human resource support.
- Support from host-nations, contractors, and local entities increases.

# Concept of Sustainment

Graphics/  
Sketch

OPORD  
Annex F

Sync  
Matrix

Science

Principles of  
Sustainment

Art

What / Numbers

Who, Where, When, Why, & How

## Requirement vs. Capabilities Comparison (Contained in Sustainment/Running Estimates)

### Requirements:

Supported Population  
NGO/IGO/IDP/EPW/HA  
Consumption Rates  
Historical Data  
Automated Tools  
Staff Coordination  
Equipment types &  
Densities  
Time/Distance Factors  
LOGSTATs  
Required Supply Rate  
Common User Logistics

### Capabilities:

Current Readiness  
Task Organization  
Sustainment Units  
Equipment Capabilities  
Unit Loads  
Days of Supply  
Preconfigured Packages  
Prepositioning  
LOGCAP  
Host Nation Support  
**Controlled Supply Rate**  
Common User Logistics

Identifies any Shortfalls/Excess Capacity

Risks & Mitigation?

Functions:  
Maintenance  
Trans/Distro  
Supply  
Field Service  
OCS  
Gen. Eng.  
HSS/AHS  
Pers. Svcs.

Sust. Phases

Priorities:  
Support  
Supply  
Movement  
Forward  
Rearward  
Maintenance  
Pers. Repl.

Distro Methods:  
Unit, Supply Point, Throughput

Locations:  
BSA/LSA  
MSR/ASR  
Field Trains  
CBT Trains  
CO Trains  
FLE  
Supply Points

Sust. Units:

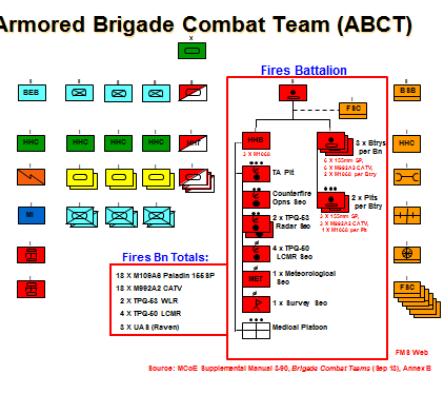
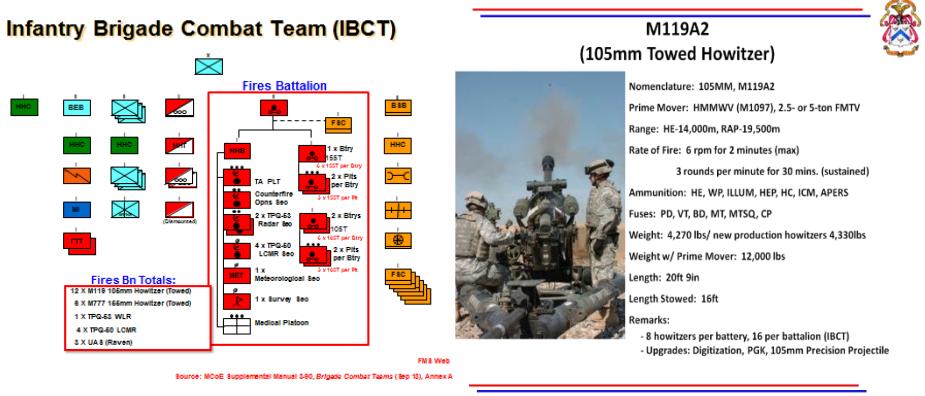
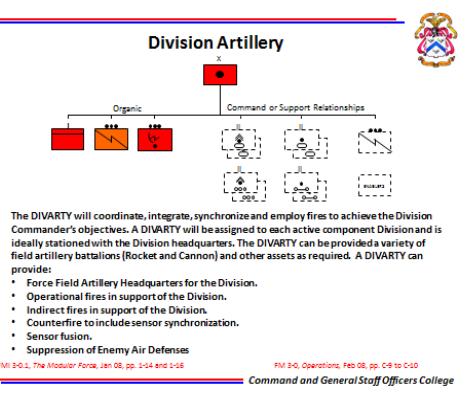
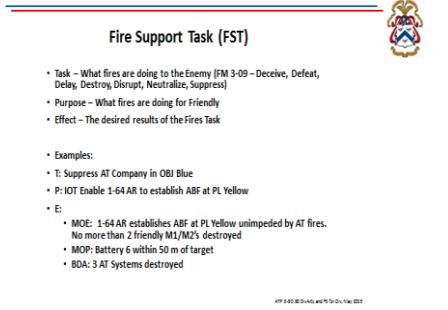
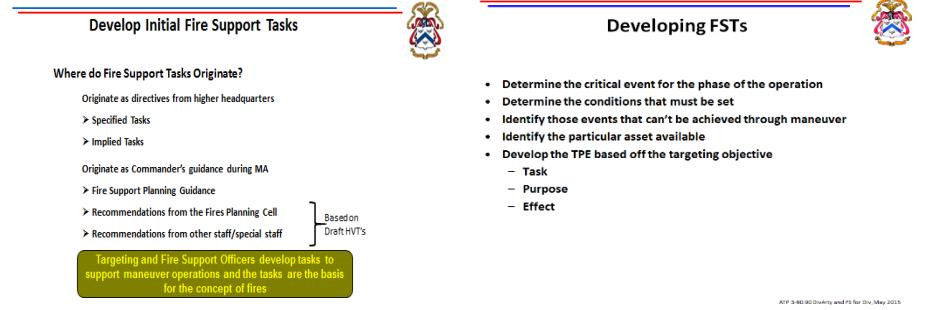
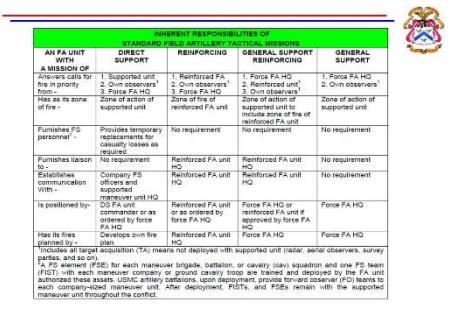
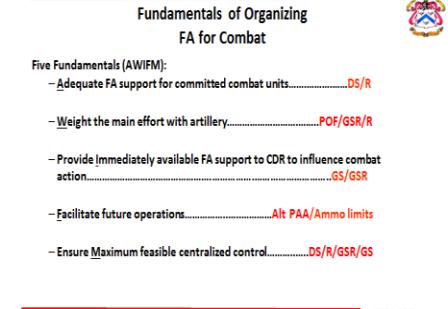
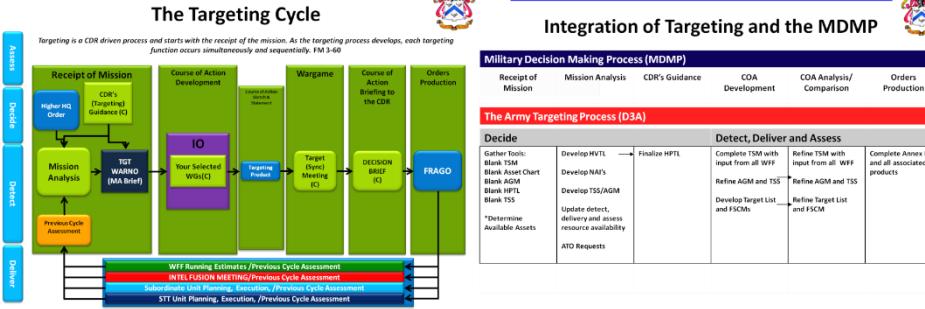
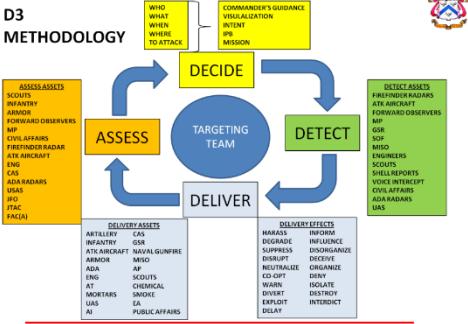
FSC  
BSB  
CSSB  
SBDE  
ESC  
TSC  
MEDCOM (DS)  
MED BDE  
CSH  
MCAS

### Control Measures:

	Class I: Subsistence		TTP Trailer transfer point
	Class II: Clothing, Individual Equip		ASP Ammunition Supply Point
	Class III: Petroleur Oil, & Lubricants		ATP Ammunition Transfer Point
	Class IV: Constr. & Barrier Material		MCP Maintenance Collection Point
	Class V: Ammunition		JMC Unit Maint. Collection Point
	Class VI: Personal Items		CCP Casualty Collection Point
	Class VII: Major Assemblies		AXP Ambulance Exchange Point
	Class VIII: Medical Supplies		MAP Mortuary Affairs Collection Point
	Class IX: Repair Parts		FAR Forward Area Refueling Point
	Class X: Nonstandard Item (Civil Affairs)		BSA Brigade Support Area
	Multiple Classes of Supply		LSA Logistics Support Area
	Logistics Release Point		DSA Division Support Area
	Refuel on the Move		MSR ALPHA Main Supply Route
	Rearm, Refuel, and Resupply		AER ALPHA Alternate Supply Route
	Traffic Control Post		

Critical Events/ Decision Points a/o "Triggers" / On Order, BPT  
Branches & Sequels

# Field Artillery Reference Mat



## M109A6 Paladin



## Stryker Brigade Combat Team (SBCT)



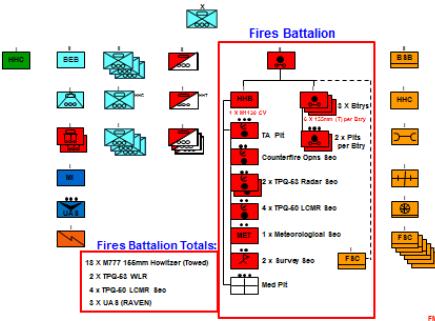
### Characteristics / Description:

Crew: Paladin 4/FASV5  
Combat Loaded Wt: Pal 32 Tons/ FASV 28 Tons  
Paladin On Board Ammo: 95 Rds  
FAASV On Board Ammos: 95 Rds  
Max/Sustained Rates of Fire 4/1 Rds/Min  
Maximum Range: HE/RAP 22/30 (Km)  
Cruising Range: Paladin 21.4 Mi/FASV 22.0 Mi  
PDCFS Software supports Fire Support Network

### Special Features:

Semiautonomous Operations (Shoot-and-Scoot)  
Improved Responsiveness (Shoot from move < 60 sec)  
Improved Range (from 24 to 30 km)  
Improved Survivability (47% increase)  
Improved Commonality and Reliability Availability  
Maintainability (RAM)  
Paladin Block Modifications - PDCFS, MACS  
FAASV Block Modifications - MACS, APU, Halon Rep  
Improved Ballistic Survivability  
Improved Cannon & Gun Mount  
Improved Crew NBC Protection  
Improved Night Operations

TCM Cannon Smart Book 30 Jun 09



## M777 (155mm Towed Howitzer)



## (155mm Towed Howitzer)



- 10,000 Lbs. or Less - Deployable and Mobile\*
  - Emplace in 2:10 Min\*
  - Displace in 2:23 Min\*
  - All USAF (per C130, LW155 & FMTV in C141)
  - Rate of Fire 4 RPM, Sustained 2 RPM
  - Max Range 30km with Rocket Assist
  - Bold Shift in 2:30 Min
  - Primer Feed Mechanism
  - 800 to 900 Rds Between Systems Abort
- \* Key Performance Parameters

- Towed Artillery Digitization (TAD)
- Digital Indirect Fire Control
  - Inertial Navigation with GPS Backup
  - 1-Mil Pointing Accuracy
  - TAD Weight: 200-500 Pounds

## Field Artillery Brigade



- Fires Brigades are normally assigned, attached, or OPCON to a Division. However, they may be OPCON to a task force, land component command, or other Service.
- Fires Brigade organic assets include a Multiple Launch Rocket System Battalion, Headquarters Battery, and Target Acquisition (TA) Battery.
- Fires Brigades perform the following tasks:
  - ✓ Conduct strike operations.
  - ✓ Support BCTs and other Brigades
  - ✓ Conduct joint missions separate from the Division.
  - ✓ Conduct fire support missions for the Division and Brigades.

FM 3-0.1, The Modular Force, Jan 08, pp. 3-14 and 1-6

FM 3-0, Operations, Feb 08, pp. 5-8 to C-60

Command and General Staff College

## 2070A1



- M142 HIMARS**
- Shoots 6 rockets or 1 ATACMS (all types).
  - C-130 transportable.
  - Operated by both the US Army and USMC.
  - Weight: 35,000 pounds.



## FA Positioning

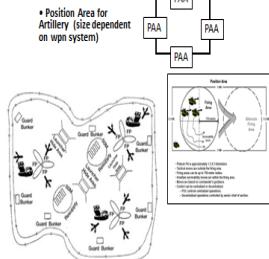


- Paladins
- Pt PA (1.5 x 3 KMs)
  - Firing Areas (750M Radius)

- Towed
- M119 Btry (700M x 700M)
  - Pt (400M x 400M)
  - M198 Btry (1KM x 1KM)
  - Pt (500M x 500M)

- MLRS
- Pt OPAREAS (3KM x 3KM)

- Special considerations
- Slope
  - Multiple FPs/Hide Areas
  - Good cover and concealment
  - Mitigate Weapons signature

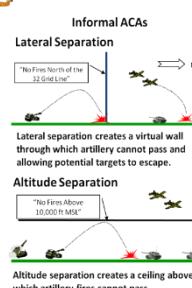


A307 BCT Fires

## FSCMS



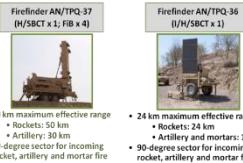
- Fire Support Coordination Line (FSL). (DOD) A fire support coordinating measure that is established and adjusted by appropriate land or amphibious force commanders within their boundaries. FSCLs facilitate the expeditious attack of surface targets of opportunity beyond the coordinating measure. Applies to all fires of air, land, and sea-based weapons and does not divide the area of operations by defining a boundary between close and deep operations or a zone for CAS. (FM 1.02)
- Coordinated Fire Line (CFL). (DOD, NATO) The coordinated fire line (CFL) is a line beyond which conventional, indirect, surface fire support means may fire at any time within the boundaries of the establishing headquarters without additional coordination. The purpose of the CFL is to expedite the surface-to-surface attack of targets beyond the CFL without coordination with the ground commander in whose area the targets are located. (FM 1.02)



## Counterfire Radars



### Current Capability



### Endstate Capability



## Focus the Search



### Firefinder Zones

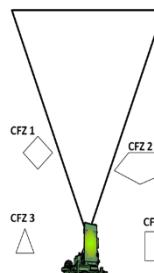
- Zones prioritize acquisitions
- Capable to have up to nine active zones in a radar
- Four types of zones
  - CFZ: Critical Friendly Zones cover a friendly asset which is critical to friendly success; violation creates a Priority 1 FM:CFF
  - CFFZ: Call For Fire Zones cover suspected enemy indirect systems; violation generates a Priority 2 FM:CFF
  - ATIZ: Artillery Target Intelligence Zones help the commander / staff monitor an area more closely; violation generates an ATI:CDR reported ahead of all acquisitions other than CFZ or CFFZ violations
  - CZ: Censor Zones prohibit the radar from reporting acquisitions. Acquisitions with no zone violation generate an ATI:CDR.

A307 BCT Fires

## Critical Friendly Zone (CFZ)



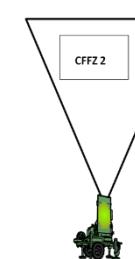
- A friendly unit or location which the Maneuver Commander designates as critical to achieving the mission.
- A round impacting in this zone will result in a FM:CFF, priority one, being sent to the FDC.
- Only point of origin is contained in the FM:CFF (CHANGE) PO added
- Zone can be located outside the radar's search sector.
- CFZ detections must be checked prior to firing.



## Call for Fire Zone (CFFZ)



- An area that is considered a priority to identify/engage enemy indirect fire systems engaging friendly forces in effecting the area of operation.
- A weapon located in this zone will result in a FM:CFF, priority two, being sent to the FDC.
- Only point of origin is contained in the FM:CFF (CHANGE) PO added
- Zone must be located inside the radar's search sector
- CFFZs by definition are cleared for fires.



# Bonus

# REVIEW DTAC HANDOUT, F100 ROADMAP, PREVIOUS TESTS & NOTES

**Change is necessary for orgs to compete, grow & improve while operating**

**Bldg Blocks:** Awareness, Desire, Knowledge, Ability, Reinforcement

**Beer's Model:** Change = Dissatisfaction x Model/Vision x Process > Resistance

**Lewin's Model:** Unfreeze → Change → Freeze;

**Kotter's 8-Stage Model: MUST MAINTAIN MOMENTUM!**

(ARMY adds Mission Analysis/Assessment; determine change's need)

## 1. Establishing a sense of urgency [set stage]

- a. Examining the market & competitive realities
- b. ID/discuss crises, potential crises, or major opportunities
- c. **FAILURE = allowing too much complacency**

## 2. Creating the guiding coalition [set stage]

- a. Putting together a group w/enough power to lead the change
- b. Getting the group to work together like a team
- c. **FAILURE = no sufficiently powerful guiding coalition**

## 3. Developing a vision and strategy [set stage]

- a. Creating a vision to help direct the change effort
- b. Developing strategies for achieving the vision
- c. **FAILURE = underestimating the power of vision**

## 4. Communicating the change vision [set stage]

- a. Constantly communicating new vision/strategies, all means
- b. Guiding coalition role models behavior expected of employees
- c. **FAILURE = under-communicating the vision**

## 5. Empowering broad-based action [action stages]

- a. Getting rid of obstacles
- b. Changing systems/structures that enable the change vision
- c. Encouraging risk-taking, nontraditional ideas/activities/actions
- d. **FAILURE = permitting obstacles to block the vision**

## 6. Generating short-term wins (visible, clear, related) [action stage]

- a. Planning for visible improvements in performance, or "wins"
- b. Creating those wins
- c. Visibly recognizing/rewarding people who made wins possible
- d. **FAILURE = failing to create short-term wins**

## 7. Consolidating gains and producing more change [action stage]

- a. Using credibility to change systems/structures/policies
- b. Hire, promote, develop people who implement change vision
- c. Reinvigorating process w/new projects/themes/change agents
- d. **FAILURE = declaring victory too soon**

## 8. Anchoring new approaches in the culture [action stage]

- a. Creating better/efficient/productivity-oriented behavior mgmt
- b. Articulating connection, new behaviors to org success
- c. Developing means for leadership development/succession
- d. **FAILURE = Neglecting to anchor changes firmly in the culture**

## The Army Ldrshp Rqmts Model, Attributes:

**CHARACTER** = Army values, empathy, warrior ethos, service ethos, discipline

**PRESENCE** = military bearing, professional bearing, fitness, confidence

**INTELLECT** = mental agility, judgment, innovation, interpersonal

## The Army Ldrshp Rqmts Model, Competencies:

**LEADS** = leads others, builds trust, extends influence, leads by ex, comms

**DEVELOPS** = creates positive enviro, prepares self, dvlps others, stewards

**ACHIEVES** = gets results, integrates tasks/roles/pris, improves perf, gives

MR #1 = **modern state** rise (1648)

MR #2 = **French Revolution** (1789)

MR #3 = **Industrial Revolution** (19<sup>th</sup> Cent)

MR #4 = **WWI** (1914-1918)

MR #5 = **nuclear**/ballistic weapons (20<sup>th</sup> Cent)

## Mil Revolutions (MR) = fundamental change

(PMESII; "earthquake"; unpredictable)

- Far-reaching impacts/changes framework of war
- Systematic changes in politics & society
- Alters power projection capabilities/capacities/qualities

## Revolutions in Mil Affairs (RMA) = new capability

(DOTMLPF-P; "progressive"; predictable)

- Less all-embracing change
- Can direct/foster to gain an advantage
- Revolutionary qualities not guaranteed
- Mixes tactical/org/doctrine/tech innovation

## WESTERN WAY OF WAR

### • Heavy reliance on superior technology

- Includes an ability to respond to it
- Insufficient in/of itself – tools don't win battles

### • Inherently expensive

- Includes development or stockpiling
- Pushed mil institution to state level out of necessity to sustain expense/investment
- States made war... but war also makes states
- Exalts **discipline** over kinship, religion, patriotism
- Critical element = "stand fast" in face of enemy/superior force

### • An **aggressive** military tradition

- Focused on "the export of violence"
- Prioritizes total defeat/decisive destruction
- Superiority > resources/morale/ethics/econ

### • Influenced by **challenge-response** dynamics

- Growth begets growth
- Adaptation/innovation counters prevailing equilibrium to create phases of rapid transformation & adjustment

## CONDITIONS AS DOMINANT MIL TRADITION:

- No legitimate claim to being a morally superior way of war; it is simply more decisive/devastating
- Cannot be replicated in technology alone – needs whole social/economic structure to support



Center
• Enduring/functional
• Supporting staff
• Jt func w/i JFC HQ
• Designated facilities

Group
• Enduring/functional
• Spts broad HQ func
• Mngs JTF HQ plng

Working Group
• Enduring or ad hoc
• Specific func
• Provides analysis

Office
• Enduring
• Specific func
• Coords spt rqmts

Cell
• Sub org w/i larger staff
• Specific process
• Traditional or func role

Board
• Individuals/meetings
• Gain guidance/decision

Planning Team
• Functional element
• Formed w/i JFC HQ
• Solves task problems

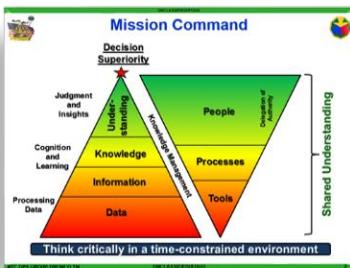
Bureau
• Long-term/functional
• Supporting staff
• Specific func/activity

# The XO's Hats



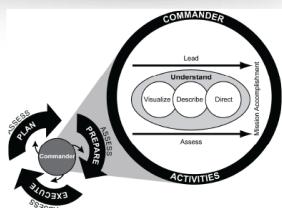
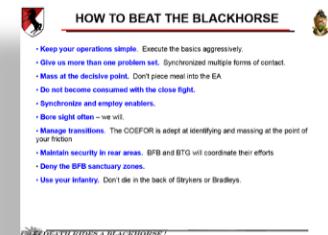
- How Do We Send Reports (& Who Do We Send Them To?)
- LOG COP Lead
- SPO-S4-52ID-4ID Interaction
- OPS-LOG Sync
- Budget/GCSS-A Roles

- Increased Volume of Data
- FUOPS to CUOPS Transition
- CHOPS (Adult "Conductor" of OPS)
- Build & Maintain a COP
- TOC-TAC-MCG Integration
- Next Phase Line / Rear Area



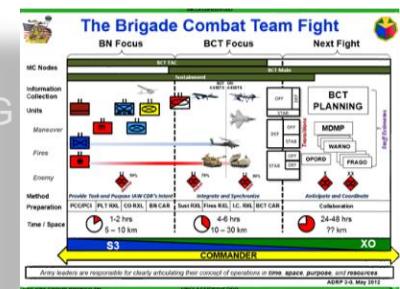
- OPS SGM & NCO Integration
- Battle Staff & Digital MG
- TOC Functions, Metrics, T&EO
- Setup/Tear Down/Layout
- Priorities of Work

- S3/XO Role Breakout
- Running Estimates to MA
- Staff Overmatch (KISS)
- CDR BFC Updates
- MDMP Touch Points



## XO's Challenge

- If I'm DOING IT, I'm not MANAGING IT, and probably FAILING
- Where is the BCT Fight? What's mine, What's the TACs?
- What is the next trigger / decision we have to make?
- How do I Empower the team? Develop Disciplined Initiative?
- Where can I use transitions to seize the initiative?
- Are my systems helping me develop Situational Understanding?
- Am I helping the Commander to make informed decisions?





# S3/XO Expectations

- **The “Iron Major” limited learning curve once S3/XO:** Study (History, Theory, & Doctrine) and practice planning in CGSC as once in KD position as S3/XO, BN/BDE staff will look you to be the SME and so will the BN/BDE CDR.
- **BN and BDE CDR expect you to be the master in doctrine and planning** as you WILL set the planning and operational timelines, planning requirements, product outputs, recommend decisions to be made, run the multitude of rehearsals (maneuver, fires, and sustainment), and control the operations as the BN/BDE CDRs command it.
- **Talk with your Boss frequently** providing daily status updates, situational awareness of current events (training, personnel, and potential issues), your observations/evaluations on personnel. You are the eyes and ears of the Commander. Support and keep your boss informed!
- **NEVER let your Commander be surprised (aka Ambushed)** with information that is time sensitive that you held on to. Decisions must be made and BN/BDE CDRs must inform the next echelon especially if injury or death of a soldier or significant damage or loss of equipment possibly (or confirmed) too place.
- **Mentor the CO/TRP/BTRY CDRs and support the 1SGs.** As the S3/XO, you will have the best insights on company CDRs who will or will not ask for help and advice due to pride and image
- **Visit CO CDRs in the CO AO and training.** Give awareness as well as training proficiency litmus test as well as prevent issues.
- **Support your HHC/HHB/HHT CDR and 1SG!** DTMS administration, qualifications, training events, FRG, PT, and formations. They work hard to keep the staff meeting mandatory requirements. Also HHC/HHB/HHT CDRs are force multipliers in the field especially in the TOC.
- **Ensure S3 CUOPs and Plans staff officers cross-talk and coordinate** with subordinate units, adjacent units, and higher HQ.
- **Take care of your subordinates!** Morale is important for a staff member as it is for a platoon. Allow them to go to schools such as Ranger/Airborne/Air Assault/Cavalry Leaders Course, go on pass/leave for family special events, take part in Best Ranger/Sullivan Cup/EIB, etc.... It will build trust and comradeship as well as professionalism



# S3/XO Expectations

- **Mentorship** – talk to subordinate officers about their careers. The WILL listen! They look up to you and rest of the BN leadership. If you don't, who will?
- **NEVER** execute any type of rehearsal without a script and EXCHECK as well a “rehearsal before the rehearsal” with key staff and leadership minus the BN/BDE CDR. ENSURE THE BN/BDE CDR is PREPARED!!!
- **“A way” is the S3 Fusion Cell in time constraint BN/BDE training schedule** to ensure shared understanding and unity of effort in the staff
- During FTXs, **BDE O&I net is crucial for cross-coordination** with BN S3/XO communicating to BN S3/XO and allowing ease dropping
- **DON'T Blame the BDE Staff for calendar or tasking frictions!** Remember, they are working hard to coordinate and synchronize the BDE as well as work with adjacent BDEs and respond to Division HQ as well as other external agencies.
- **Always come prepared to BDE meetings!** Don't be “that guy” who is unprepared to provide information for their organization as well as feedback that will push the meeting along.
- The “complainer,” “loud whiner,” “good idea fairy”, “here's the problem and no solution officer” – **don't be “that guy.”**
- At this point of your career, after you establish yourself in the BDE, **that is your reputation** and it will **follow you for the rest of your career. You are known by your Reputation!**
- **Your job is to make your Boss look good** by keeping him informed and prepared with organized notes and diagrams. Make sure you don't let him come to BDE meeting unprepared and to a “fight” that you know he will lose.
- There is **“The Big Picture,”** your job is to understand where your unit fits in the bigger picture.
- **ALWAYS work problems out with your peers** “one-on-one” before you take it to your higher.
- **Laugh with your staff and laugh at yourself!** You will have **FUN** and its okay to let it out for yourself and staff to see.