



Joint Operation Planning Process

Introduction to JOPP

THE JOINT OPERATION PLANNING PROCESS

**Step 1:
Initiation**

**Step 2:
Mission Analysis**

**Step 3:
Course of Action (COA) Development**

**Step 4:
COA Analysis and Wargaming**

**Step 5:
COA Comparison**

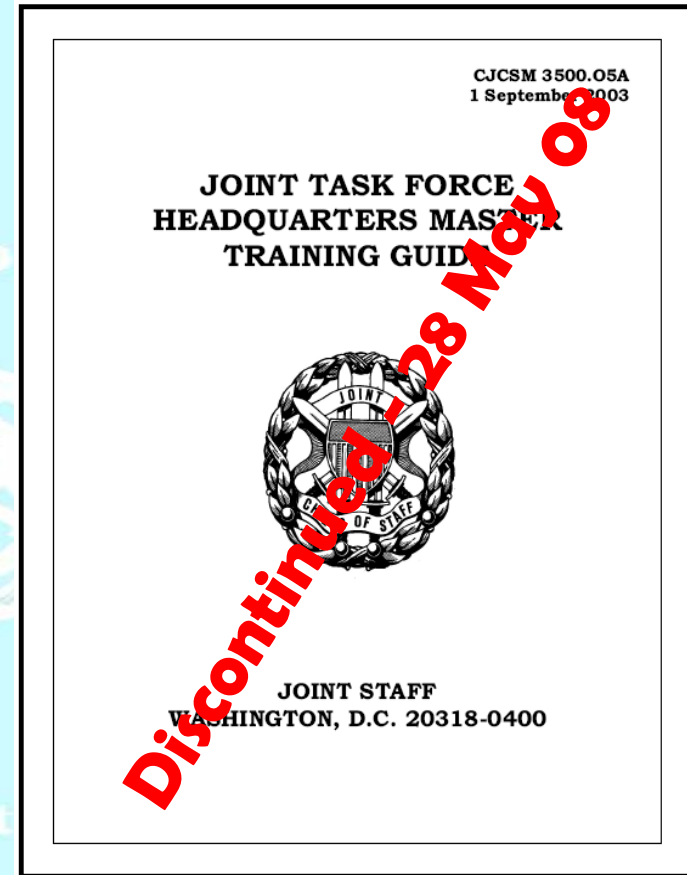
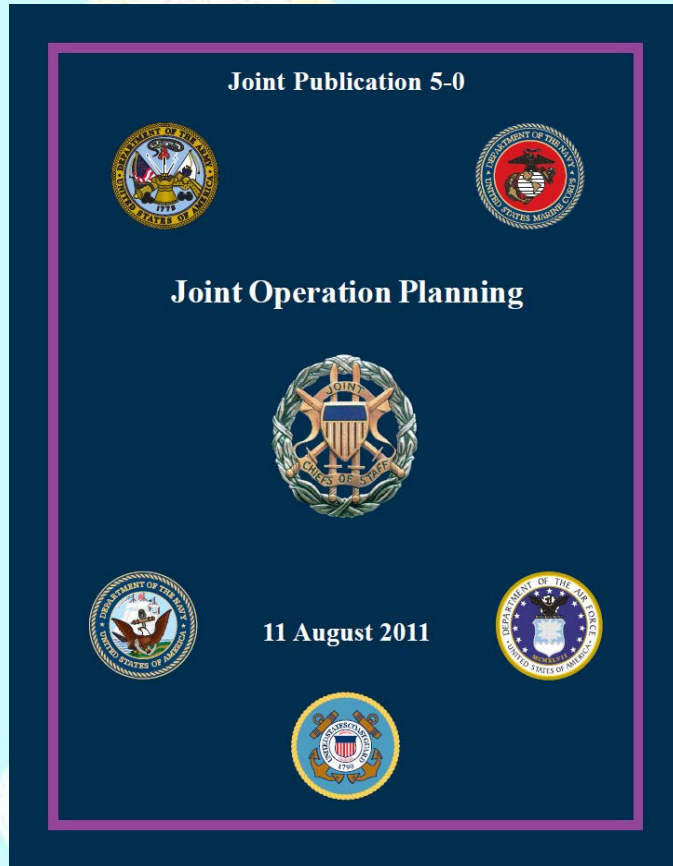
**Step 6:
COA Approval**

**Step 7:
Plan or Order Development**

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Joint Operation Planning Process



Joint Publication 5.0 - Primary Joint Operation Planning Reference

http://www.dtic.mil/doctrine/docnet/podcasts/JP_5-0/podcast_JP_5-0.htm



Joint Operation Planning Process

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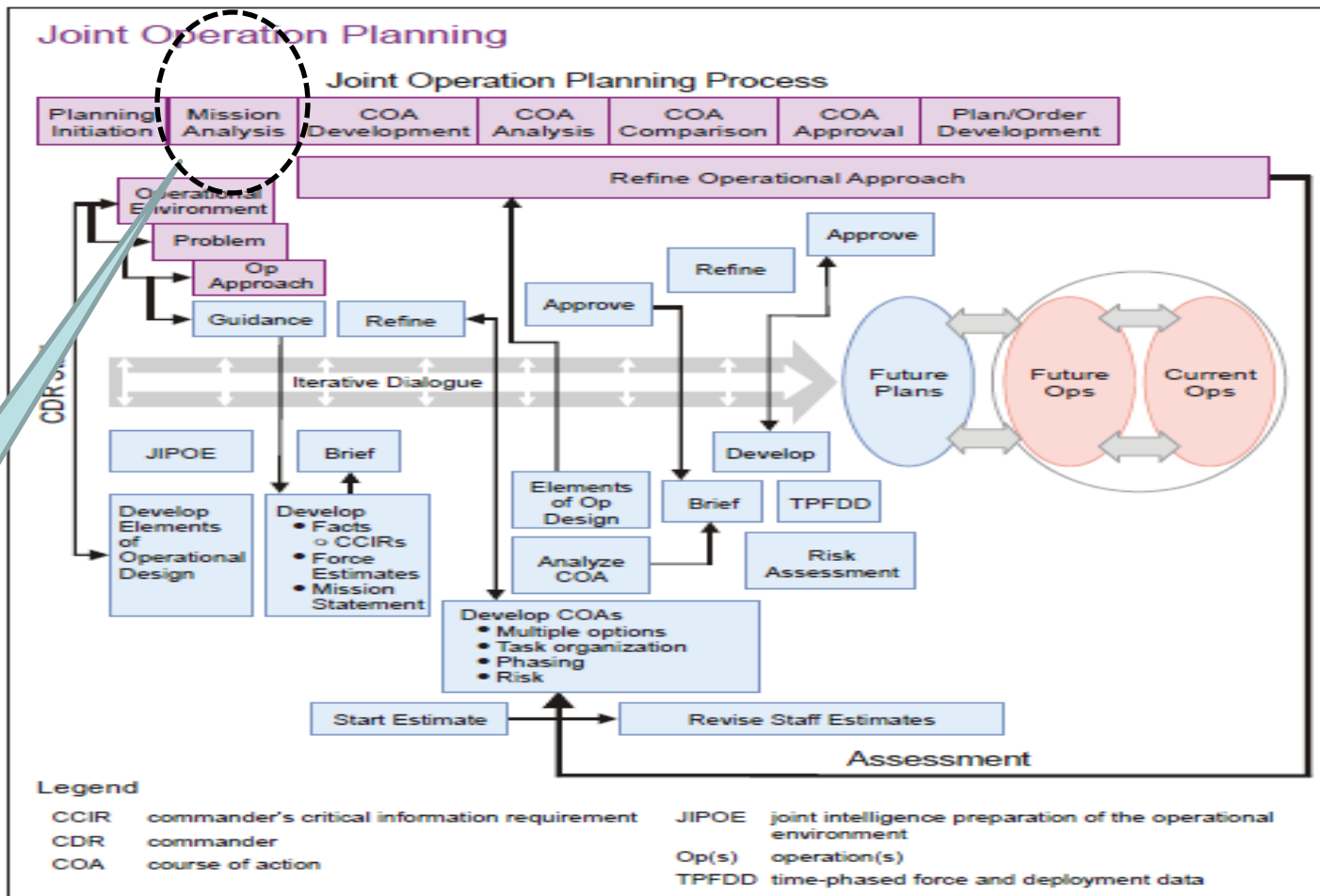


Figure IV-2. Joint Operation Planning

JPG



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--Notional Scenario-- “Indonesia”



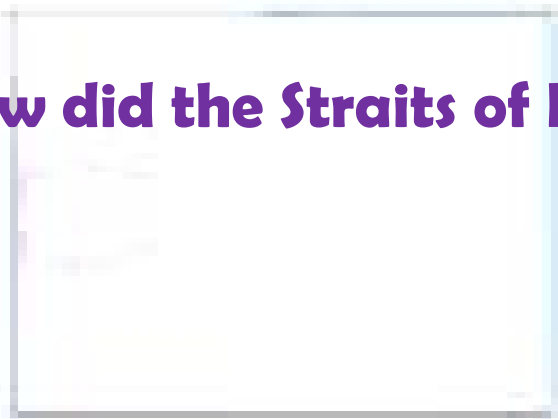


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--Notional Scenario-- “Indonesia”

- It is 2011.
- We are working out of USPACOM HQ in Hawaii.
- How did the Straits of Malacca and Sunda become closed?



Km



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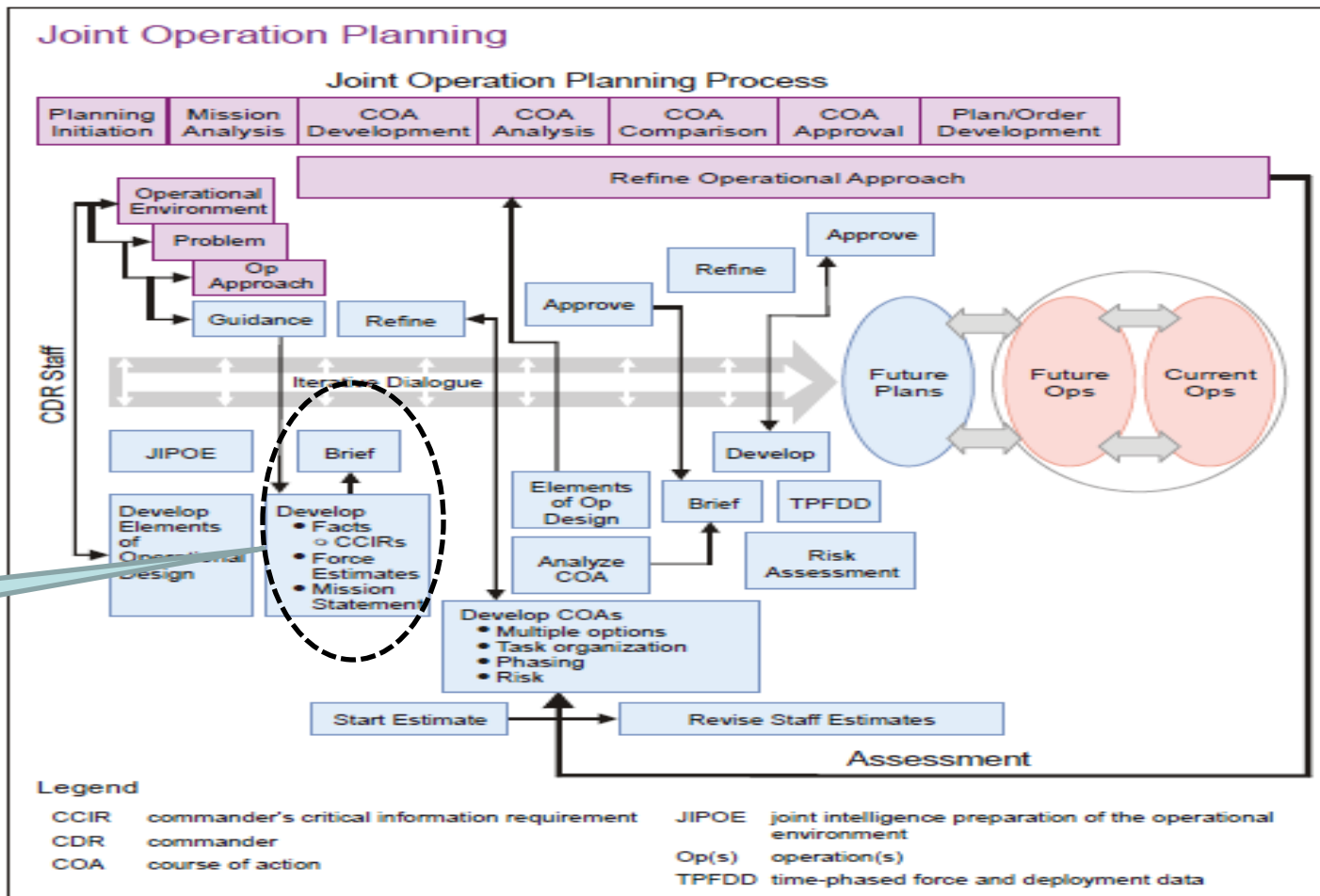


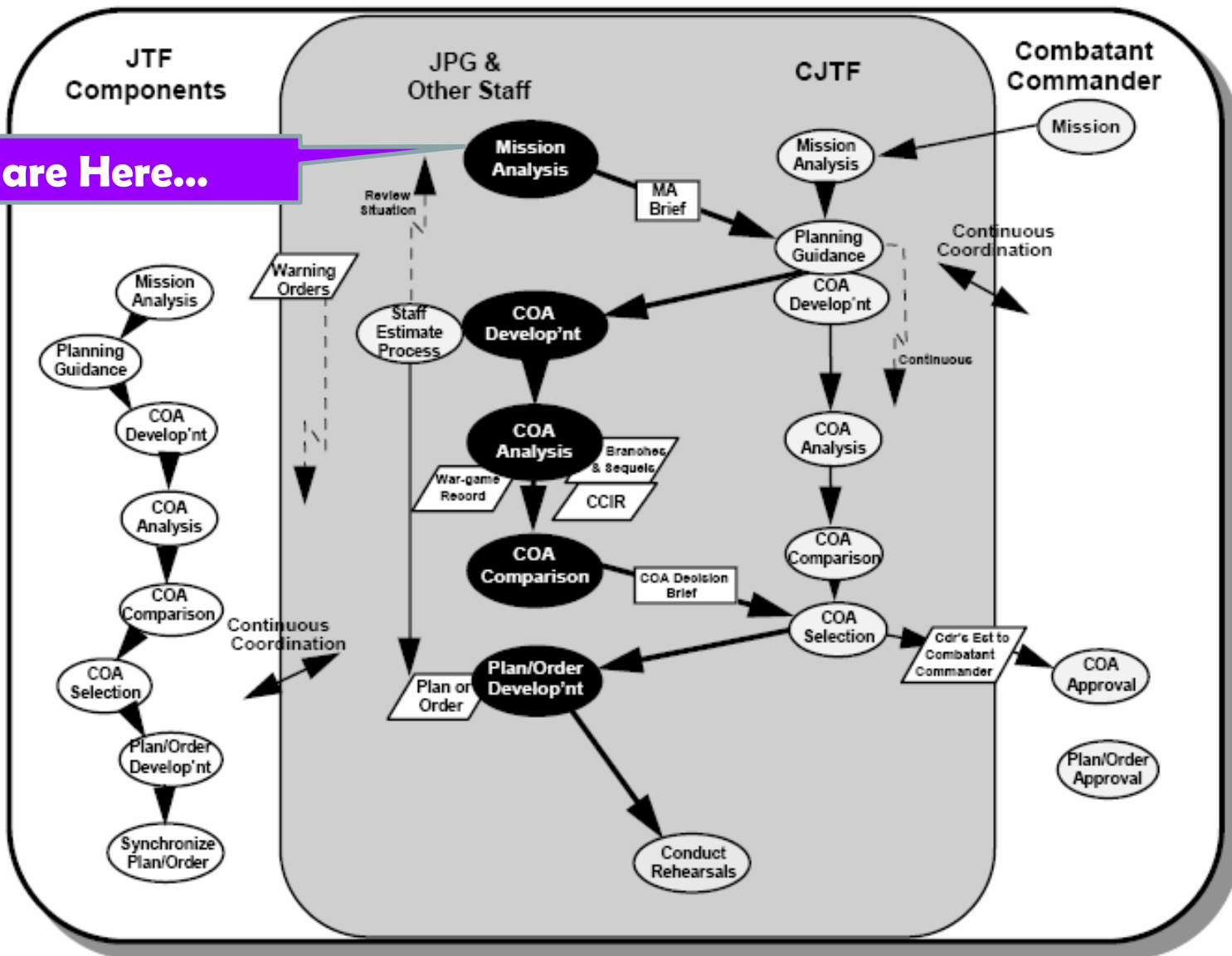
Figure IV-2. Joint Operation Planning

JPG

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We are Here...

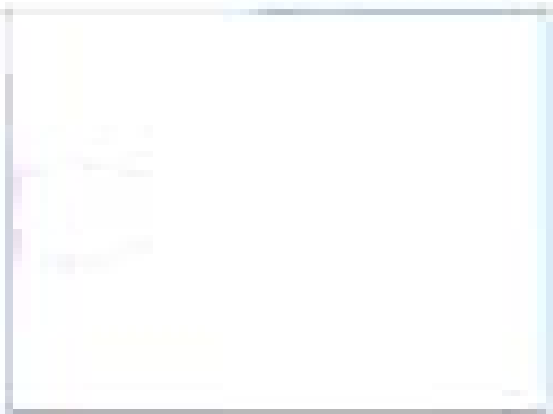




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Organizing the JPG

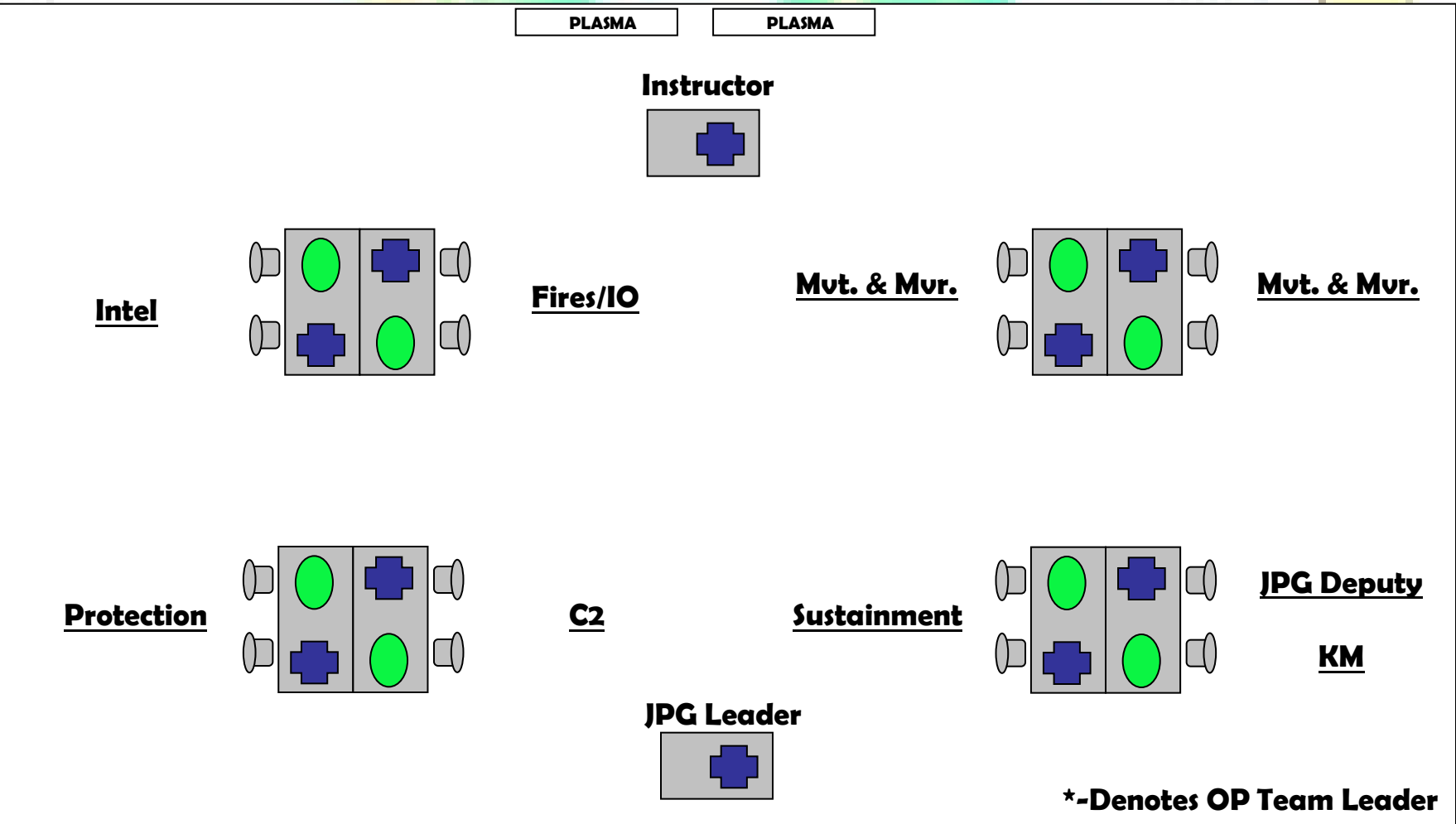




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USPACOM JPG – Scenario: Indonesia





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Mission Analysis "Key Steps"

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**For Mission Analysis
JP 5.0 differs slightly
from CJCSM 3500.05A**

- Determine known facts
- Develop assumptions
- Analyze Combatant Commander's mission & intent
- Determine limitations
- Consider centers of gravity/decisive pts
- Identify tasks
- Conduct initial force structure analysis
- Conduct risk assessment
- Determine military end state
- Develop mission statement
- Prepare mission analysis brief
- Receive CJTF guidance

CJCSM 3500.05A

MISSION ANALYSIS KEY STEPS

- ▶ Determine known facts, current status, or conditions
- ▶ Analyze the higher commander's mission and intent
- ▶ Determine own specified, implied, and essential tasks
- ▶ Determine operational limitations
- ▶ Develop assumptions
- ▶ Determine own military end state, objectives, and initial effects
- ▶ Determine own & enemy's center(s) of gravity and critical factors
- ▶ Determine initial commander's critical information requirements
- ▶ Review strategic communication guidance (when applicable)
- ▶ Conduct initial force structure analysis
- ▶ Conduct initial risk assessment
- ▶ Develop mission statement
- ▶ Develop mission analysis brief
- ▶ Prepare initial staff estimates
- ▶ Publish commander's planning guidance and initial intent

JP 5.0

Steps not necessarily sequential

Figure III-4. Mission Analysis Key Steps

JP 5.0 adds CCIRs , STRATCOM



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Joint Operation Planning

Commander's Initial Guidance

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Elements of Commander's Guidance

- **As a minimum, the Planning Guidance should include:**
 - **the Mission Statement; Assumptions; Operational Limitations;**
 - **a discussion of the National Strategic End State; Termination Criteria; Military Objectives; and,**
 - **the JFC's initial thoughts on desired and undesired Effects.**
- **The Planning Guidance should also address the role of agencies and multinational partners in the pending operation and any related special considerations as required.**

Joint Publication 5.0



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USPACOM Commander's Initial Thoughts

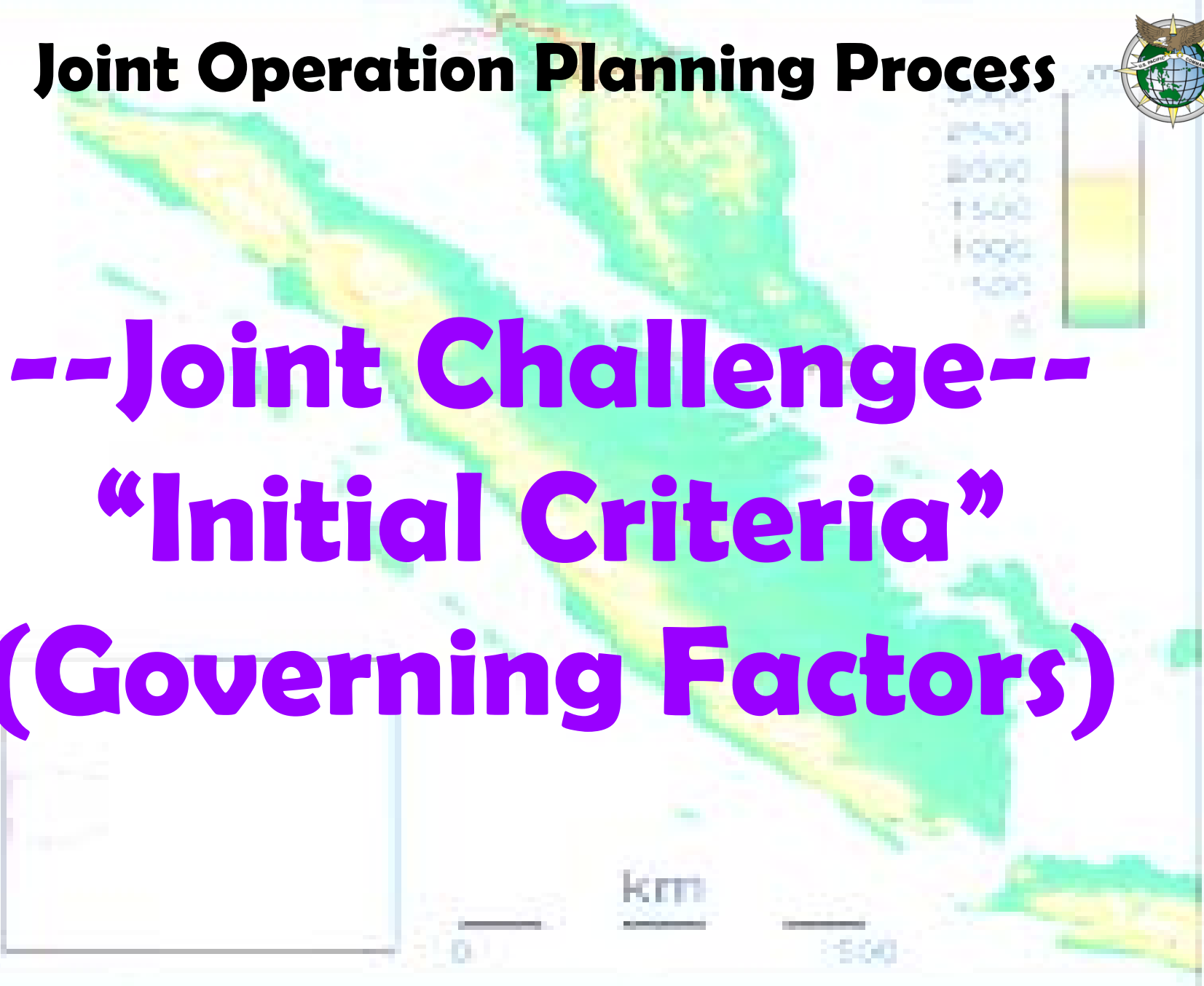
- Does the IRS have the support of the people of Sumatra?
- What can Aceh provide us for support?
- Troops?
- Infrastructure?
- What are the other nation's contributions to the Coalition?
- How is the IRS Navy stopping international shipping?



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--Joint Challenge--
“Initial Criteria”
(Governing Factors)





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“Joint Challenge” Initial Criteria

1. Risk of Triggering Deployment of IRS Forces
2. Risk of Coalition Casualties in Event of Attack
3. Time to Emplace FDOs
4. Time for Coalition to Seize Initiative
5. Amount of Destruction to GOI Military & Infrastructure
6. Risk that IDP Issues Affect Operations (IO, Sanctuary, Interference)
7. Risk of Diminishing International Support
8. Ability of AQ to Disrupt Coalition Operations



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Brainstorming

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Brainstorming

- **Don't just stay in own lane.**
- **All individual thoughts are important and should be considered.**
- **The intent is to capture the collective wisdom.**
- **JPG leader determines what thoughts/views are captured in the Mission Analysis.**



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Joint Operation Planning

Determine Known Facts

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Determine Known Facts

- **Current Situation**
- **Threat**
- **Friendly**
- **Environment**

***If available review or brief the Joint Intelligence Preparation of the Operational Environment (JIPOE) provided by your intelligence support. If not prepared, JIPOE is available have the intelligence representative from the JPG provide an initial intelligence estimate based off of the available information to begin mission analysis.**



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Facts

Current Situation:

- **IRS has seized Sumatra.**
 - **Aceh is under loyalist control.**
- **COL Hasan is self proclaimed IRS leader with ties to Al-Qaeda.**
- **IRS has control of both straits.**
- **Already had one naval battle. IRS won.**
- **International shipping is being diverted through other shipping routes.**
- **Five major commercial ports owned by IRS.**
- **International condemnation of IRS.**
- **Regional condemnation of IRS.**
- **No UN resolution likely.**



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Facts

Threat:

- IRS is in control of partially completed nuclear facility.
- IRS is committing piracy acts.
- IRS controls the largest oil refinery in Dumai.
- Environmental sabotage.
- Competent naval/air/ground modern forces.
 - Submarine.
 - Anti-shipping missiles.
 - Sophisticated IADS.
 - Aquatic mine laying capability.
 - Armor threat.
 - Protracted guerrilla operations capability.
 - High moral and loyalty.
- Limited C2.
- Al-Qaeda support.
 - IED and MANPAD.
- Local population supports IRS leadership.
- Al-Qaeda/IRS relationship of convenience/pragmatic.
 - Local population view of Al-Qaeda undetermined.



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Facts

Friendly:

- UN initiative for military force stalled.
- ASEAN will support actions only under U.N. auspices.
- Countries that will support working under UN Coalition (see Force Structure Analysis).
- Unit capabilities and requirements.
- PACOM has forward presence with COBRA GOLD forces.
- Loyalist/GAM forces in control of Aceh.



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Facts

Environment:

- Five main ethnicities on the island, each with their own dialects.
- Traffic-ability of country is four days coast to coast during the dry season.
- Municipal water supplied to 40 percent of the population.
- All affected by waterborne disease.
- Contaminated water and associated diseases debilitate the military and general populace.
- Pollution and poor sewage practices also plague public health.
- Aceh fundamental religion is Islam.
- Sumatra/IRS territory predominantly Muslim.
- Infrastructure still suffering after Tsunami effects.
- Regions susceptible to severe weather (earthquake, tsunami, cyclone, volcanic, etc).



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Analyze Commander's Mission & Intent

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Analyze Commander's Mission and Intent

- Understand the *what* and *why*.
- Seek clarification if needed.

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Commander's Mission and Intent

Mission:

When directed, PACOM will conduct operations to assist the government of Indonesia (GOI) in the restoration of its territorial integrity and open international shipping lanes.

Intent:

US operations may include, but not be limited to the following tasks:

- Form a coalition,
- Maritime interdiction operations,
- Amphibious operations, and
- Unconventional warfare.



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Identify Operational Tasks

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Identify Operational Tasks

Specified

A task that is specifically assigned to an organization by its higher headquarters.

Implied

A task derived during mission analysis that an organization must perform or prepare to accomplish a specified task or the mission, but which is not stated in the higher headquarters order.

Essential

A specified or implied task that an organization must perform to accomplish the mission. An essential task is typically included in the mission statement.

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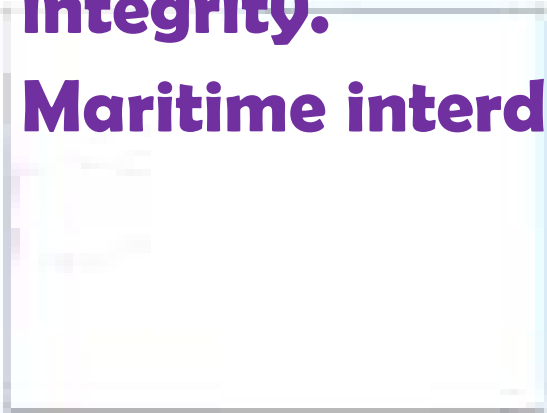


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Operational Tasks

Specified:

- Develop COAs for PACOM Commander.
- Open shipping lanes.
- Restore government of Indonesia territorial integrity.
- Maritime interdiction operations.





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Operational Tasks

Implied:

- Large AMCIT population on oil infrastructure (NEO).
- Develop strategic communications .
- Eliminate/capture known/discovered Al-Qaeda.
- Secure nuclear facility (IO).
- Isolate Sumatra.
- Protect key infrastructure.
- Humanitarian assistance support.
- Maritime interdiction operations.
- Unconventional warfare.
- Defeat IRS military.
- Form coalition.
- Common-user logistics—Coalition forces.



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Operational Tasks

Essential:

- Open shipping lanes.
- Restore GOI territorial integrity.
- Non-combative Evacuation Operation (NEO).
- Defeat IRS military.
- Neutralize Al-Qaeda.





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Joint Operation Planning

Determine Limitations

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Determine Limitations

- **Constraints**

A constraint is a requirement placed on the command by a higher command that dictates an action.

- **Restrains**

A restraint is a requirement placed on the command by a higher command that prohibits an action.

- **Other Factors**

Read operational planning considerations e.g., force flow, available forces capabilities, time, PODs capability or lack of, etc.

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Determine Limitations

Constraints:

- CTF Deputy GOI.
- CFLCC Deputy GOI.
- Military liaison with brigades.
- GOI approval for major operations.
- Logistics/fire support to MNF and host nation.
- Lack of UN resolution.
- Rainy season limits mobility.
- Limited APOD/SPOD in Aceh.
 - 1 available port on Sumatra.
- DoD OPTEMPO.

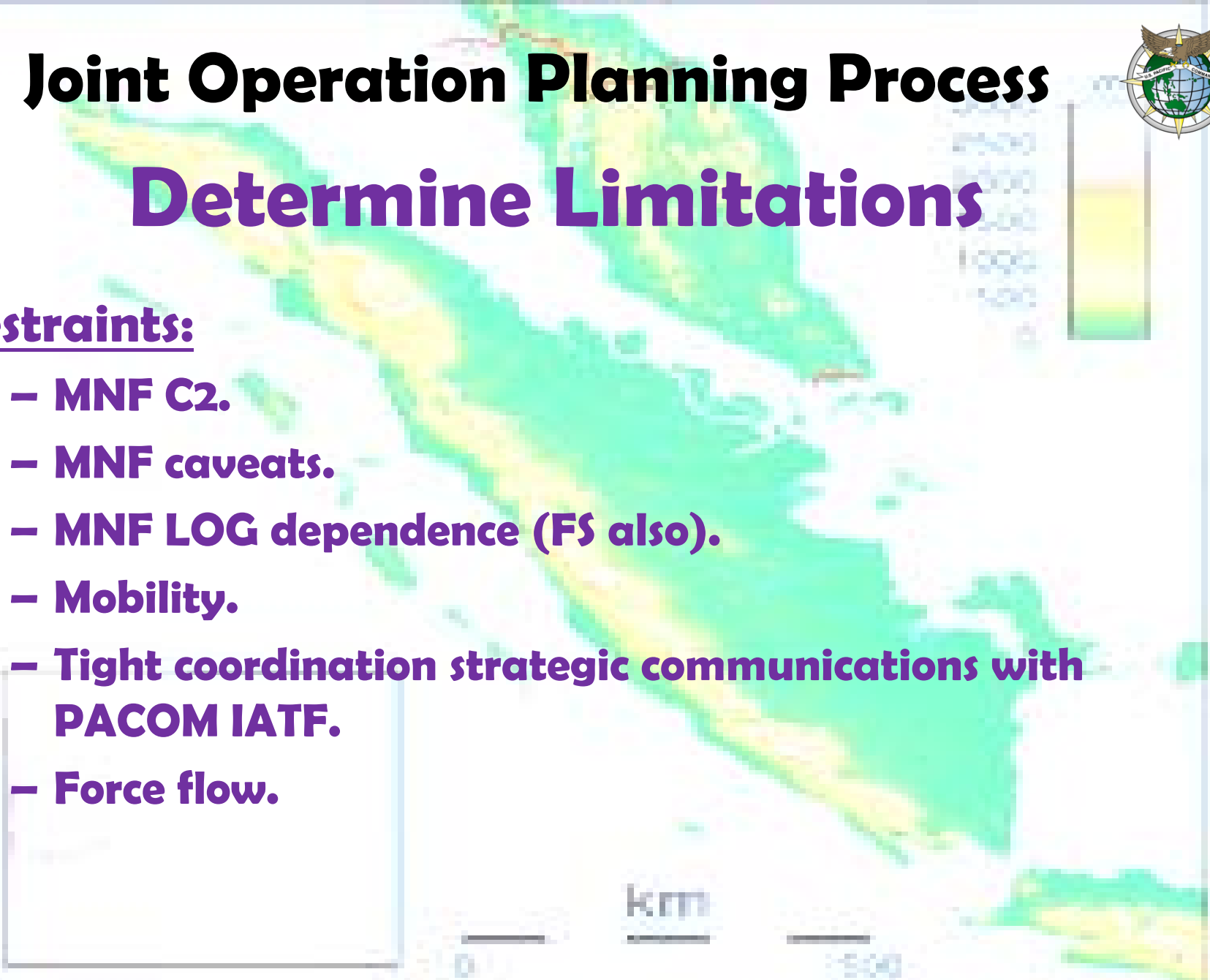


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Determine Limitations

Restrictions:

- MNF C2.
- MNF caveats.
- MNF LOG dependence (FS also).
- Mobility.
- Tight coordination strategic communications with PACOM IATF.
- Force flow.





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Develop Assumptions



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Develop Assumptions

- **A valid assumption has three characteristics: it is logical, realistic, and essential for the planning to continue.**
- **Do not assume away a problem.**

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Assumptions

- **Loyalist forces/GAM will allow/facilitate CTF forces in Aceh.**
- **Al-Qaeda does not have local populace support/isolated from local populace by IRS C2.**
- **All coalition participants will allow basing and overflight of all operations.**
- **China will not interfere.**



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Determine Military Objectives, End State, & Effects

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Determine own Military End State, Objectives, and Initial Effects.

- **Military End State**

is the set of required conditions that defines achievement of all military objectives.

- **Objectives**

An objective is a clearly defined, decisive, and attainable goal toward which every military operation should be directed.

- **Effects**

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

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Determine own Military End State, Objectives, and Initial Effects.

● Military End State

- IRS defeated; Al Qaeda neutralized; GOI military control; SLOCs open; FID in support of GOI; and, GOI security infrastructure intact.

● Objectives

- Establish necessary SPODs/APODs; air/sea superiority; secure LOCs (A/S/L); protection of American citizens; and, secure economic infrastructure.

● Effects

- Turn population against IRS. Delegitimize Hasan authority.



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Determine Centers of Gravity: Strategic & Operational

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Center(s) of Gravity

Center of Gravity

A CoG can be viewed as the set of characteristics, capabilities, and *sources of power from which a system derives its moral or physical strength, freedom of action, and will to act.* Always linked to the objective. - **HUB OF ALL POWER!!!**

Critical Requirements

Critical Requirement (CR)—an essential condition, resource, and means for a critical capability to be fully operational.

-WHAT DOES IT NEED?

Critical Capabilities

Critical Capability (CC)—a means that is considered a crucial enabler for a center of gravity to function as such, and is essential to the accomplishment of the specified or assumed objective(s).

- WHAT CAN IT DO?

Critical Vulnerabilities

Critical Vulnerability (CV)—an aspect of a critical requirement, which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects.

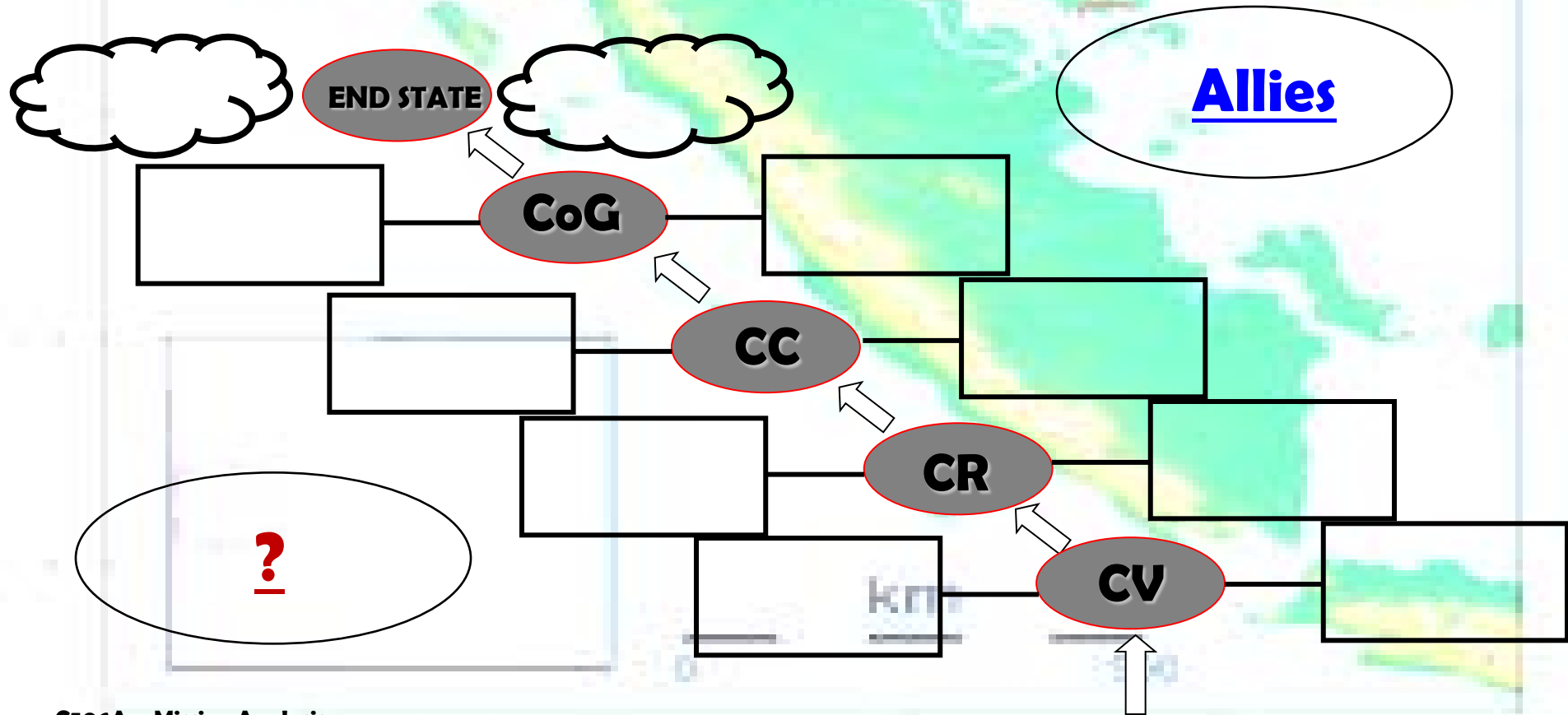
-WHERE IS IT WEAK?



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JIPOE – Initial CoG Analysis

4a.) Theater (COCOM) CoG Analysis: CoG/CC/CR/CV Linkages

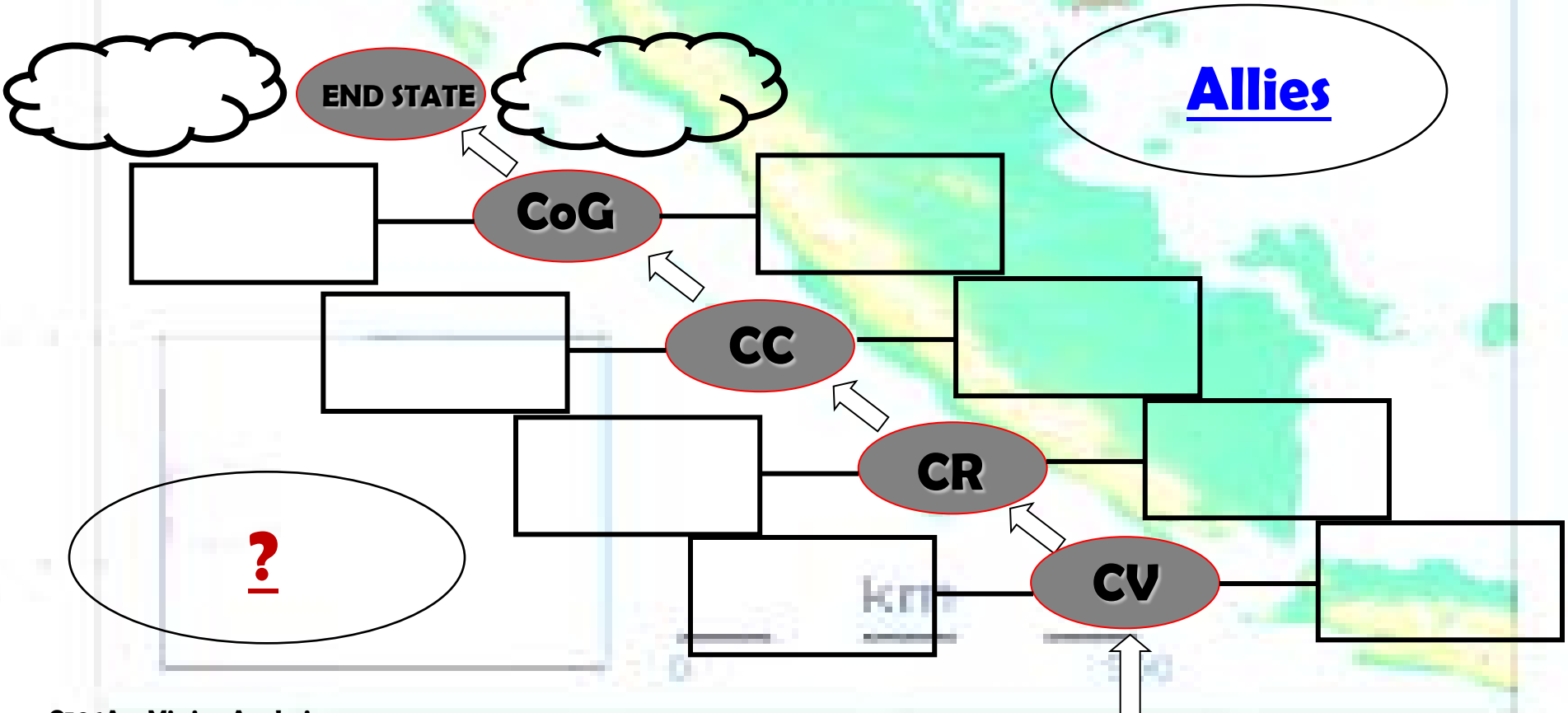




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JIPOE – Initial CoG Analysis

4b.) Operational (JTF) CoG Analysis: CoG/CC/CR/CV Linkages





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Center of Gravity-Friendly

CoGs

S: Government of Indonesia

O: Naval Forces

Critical Capabilities

S: Maintain international support, support of regional organizations.

O: Power projection and sustainment (logistical flow).

Critical Requirements

S: Coalition Unity.

O: Secure LOCs, Sumatra, Sunda

Critical Vulnerabilities

S: Domestic support, negative STRATCOMs (US hegemony). Local villages

**O: SPODs/APODs, LOCs
Operation Duration.**



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Center of Gravity-Enemy

CoGs

S: IRS Leadership

O: Land/Coastal Forces

Critical Requirements

**S: Political Leadership,
Ideology,
Information dominance,
Domestic security,
Economic base,
Establish trade.**

**O: Sustained Logistics
Port integrity,
IADS,
Anti-ship missiles.**

Critical Capabilities

**S: To be able to maintain control of currently controlled provinces in Sumatra. To be able to gain recognition and support from regional and global powers (diplomacy). Maintain quality of life.
Establish trade.**

O: Controlling Sumatra and Straits

Critical Vulnerabilities

**S: Popular support (people of IRS),
Infrastructure,
Economics,
Quality of life,
Domestic economical hierarchy,
Blockade .**

**O: Popular support,
Radar (IADS/Anti-ship),
C2.**



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Center of Gravity-AQ

CoGs

S: COL Hasan.

O: Guerilla Force

Critical Capabilities

S: Finance and training.

O: Secure facilities/sanctuary.

Critical Requirements

S: Safe haven.

O: IRS security force cooperation.

Critical Vulnerabilities

S: Populated areas, cities, and locales

O: IRS security force leadership.



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Joint Operation Planning

Determine CCIR

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Determine Initial Commander's Critical Information Requirements.

Commander's Critical Information Requirements (CCIRs) *comprise information requirements identified by the commander as being critical to timely information management and the decision-making process that affects successful mission accomplishment.* CCIRs result from an analysis of information requirements in the context of the mission and the commander's intent. The two key subcomponents are:

- **Friendly Force Information Requirements (FFIR)** and
- **Priority Intelligence Requirements (PIR).**



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Categorizing CCIR – Linked to CDR's Decisions

- Commander's Critical "Decisions" are tied to:
 - Decisions considered in Planning
 - Decisions made in Execution
- CCIR with respect to "Critical Decisions" MUST be "Categorized" in relation to:
 - Current Disposition (**Enemy** & **Friendly**)
 - Indications & Warnings (**Enemy** & **Friendly**)
 - Targeting & Protection (**Enemy** & **Friendly**)
 - Assessment – tied to "Effects"
 - Execution
- Once "Categorized", CCIR MUST be arranged (by Phase) and then linked (if necessary) to a probable "Decision"...



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Determine Initial Commander's Critical Information Requirements.

- Location of COL Hasan.
- Location and identity of any Al-Qaeda leadership.
- Aggression toward American citizens.
- Demonstrations within Sumatra.
- IRS movement towards Aceh.
- Weapons of mass destruction event.
- Attacks on civilian shipping.
- Major coalition events:
 - Deployment of Forces (MCC, ACC, LCC, SoF)
 - Land Force Build-Up & Onward Movement
 - Major Coalition Land Force Operations
- Significant change in DP status.
- Chinese interference.



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Joint Operation Planning

Review STRATCOM Guidance

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Review Strategic Communication Guidance

Strategic Communication

Focused US government efforts to understand and engage key audiences in order to create, strengthen, or preserve conditions favorable for the advancement of US government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.



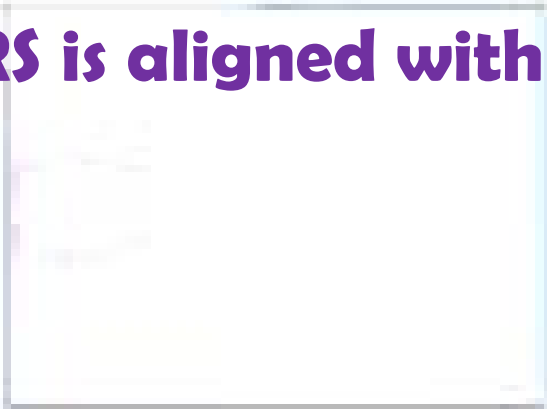
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Strategic Communication Guidance

Strategic Communication:

- **IRS is NOT a recognized state/actor. – ROGUE!!!**
- **Coalition is here at the request of the GOI.**
- **IRS is aligned with Al-Qaeda and terrorism.**





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Initial Force Structure Analysis

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Initial Force Structure Analysis.

- **Who do we have?**
- **What capabilities do we have?**
- **Who is best suited to command?**
- **Who is best suited to accomplish specific tasks?**
- **What task organization suits the situation best?**



Joint Operation Planning Process

Initial Force Structure Analysis

- **Who do we have?** *See forces available.*
- **What capabilities do we have?** *See forces available.*
- **Who is best suited to command?**
 - **CTF PACOM FWD.**
 - **PACAF AOC (ACC).**
 - **C7F (MCC).**
 - **MEF (LC).**
 - **SOCPAC SOC.**
- **Who is best suited to accomplish specific tasks?**
 - *See forces available.*
- **What task organization suits the situation best?**
 - *See forces available.*



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Conduct Risk Assessment

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Conduct Risk Assessment

Joint Operation Planning

- Mission
- Force Protection
- Acceptable Risks
- Risk Mitigation



Joint Operation Planning Process

Conduct Risk Assessment.

- Mission.
- Force Protection.
- Acceptable Risks.
- Risk Mitigation.
 - ASW
- S: Global economic, OPTEMPO/contingency response, global military response, US response, Chinese response.
- O: Loss of SLOCs.





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Joint Operation Planning

Develop Mission Statement



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Develop Mission Statement

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- **Who, What, Where, When, and Why**
- **Essential Tasks**

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Develop Mission Statement

- ***Mission:*** O/O JTF-50 conducts operations in the vicinity of Sumatra to secure shipping lanes, neutralize Al-Qaeda in AO and restore the Government of Indonesia's (GOI) territorial integrity. O/O conduct NEO in order to secure resident American citizen population.





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Mission Analysis Results

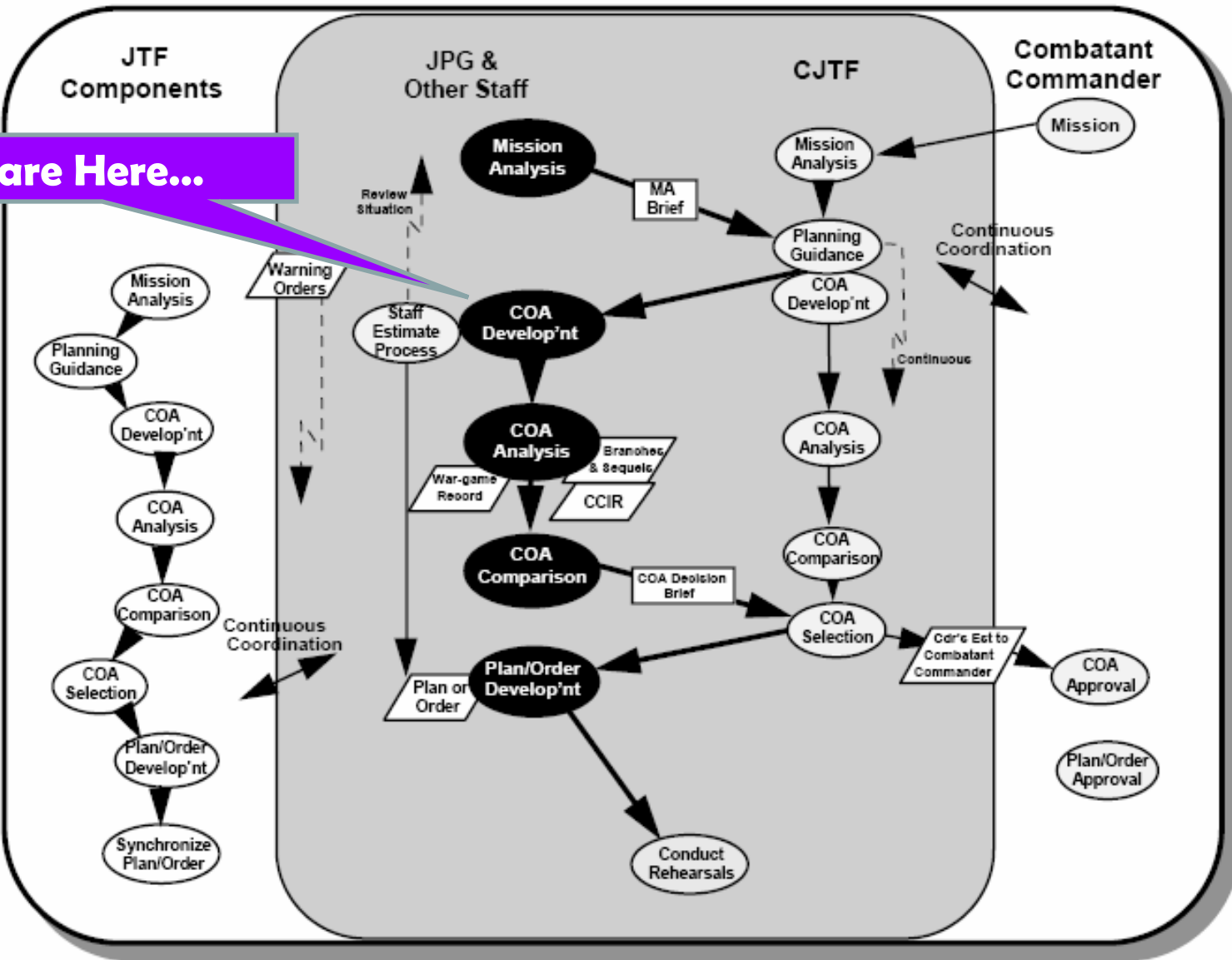
- **Post the Mission Analysis.**
- **It must be referenced throughout the planning process.**
- **Validate/Update Mission Analysis throughout the plan.**
- **Remember that Mission Analysis is constant.**
- **Any new information will change analysis in some way.**
- **No situation is static.**
- **Every situation is dynamic, changing constantly.**
- **It is a “living” product that keeps the staff focused on the problem even when the problem changes.**



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We are Here...





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Questions?

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