



Joint Operation Planning Process



***Used to be “JOPP” to now
“JPP”***

JP 5-0 16 JUNE 2017





References

JP 3-0 Doctrine for Joint Operations
Updated 2017

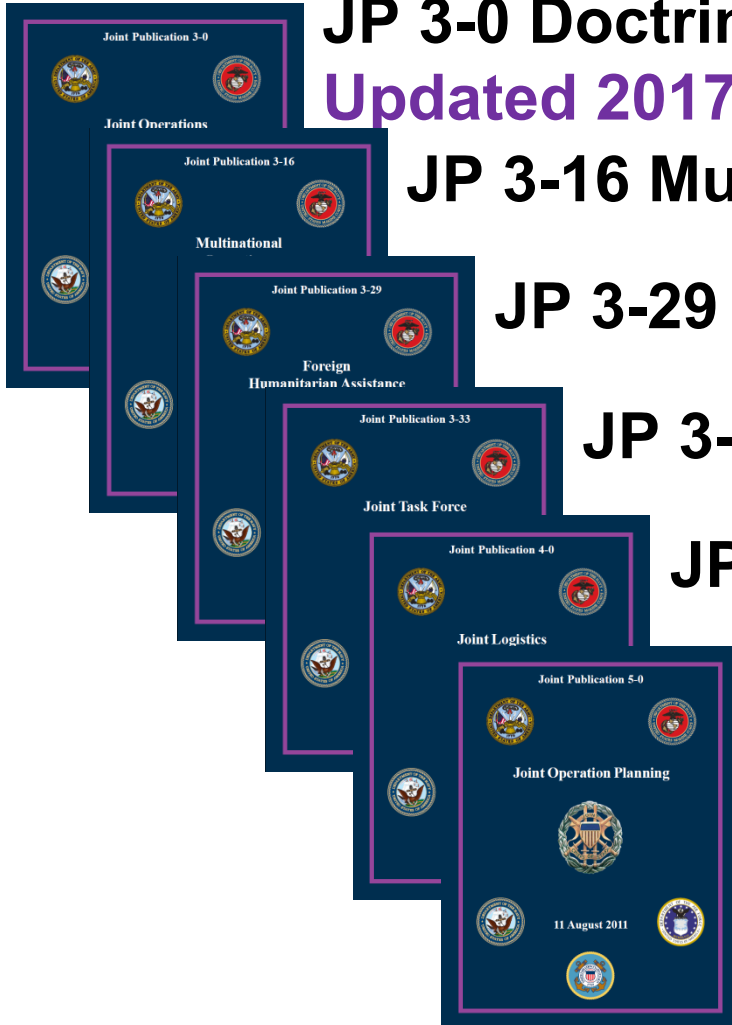
JP 3-16 Multinational Operations

JP 3-29 Foreign Humanitarian Assistance

JP 3-33 Joint Task Force HQs

JP 4-0 Logistics

JP 5-0 Joint Operation Planning
Updated 2017





Definition and Purpose



JPP is an orderly, analytical set of logical steps to frame a problem;

- Examine a mission
- Develop, analyze, and compare alternative COAs
- Select the best COA
- Produce a plan or order

JPP provides a proven process to organize the work of the commander, staff, subordinate commanders, and other partners, to develop plans that will appropriately address the problem.



Joint Operation Planning



JPP is applicable for all planning. Like operational design, it is a logical process to approach a problem and determine a solution. **It is a tool to be used by planners but 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.

In a crisis, the steps of JPP may be conducted simultaneously to speed the process. Supporting commands and organizations often conduct JPP simultaneously and iteratively with the supported CCMD.

JP 5-0 Ch. 5



Joint Planning Process



Joint Planning Process

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

Figure V-1. Joint Planning Process



Step 1 Planning Initiation



Warning Order

Major
Crisis

Situation
Awareness

Commander's
Assessment

Warning Order

Planning Order



Warning Order

- Issued by CJCS
- Contains Mission Statement
 - Objectives
 - Constraints/ Restraints
 - Tentative Forces Available
 - Command Relationships
- Requests Commander's Estimate
 - Develop COAs





Step 2 Mission Analysis



Mission Analysis

Key Inputs

Higher headquarters' planning directive

Strategic direction

Commander's planning guidance

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

Strategic estimate and intelligence products to include JIPOE

Mission Analysis

Key Outputs

Staff estimates

Mission statement

Commander's refined operational approach including:

- JFC's intent statement
- JFC's updated planning guidance

Problem framing, initial force identification, mission success criteria, initial risk assessment, mission analysis briefing, and planning directive (as necessary)

Initial commander's critical information requirements

Course of action evaluation criteria

Legend

JIPOE = Joint intelligence preparation of the operational environment



Mission Analysis Activities

- Analyze higher headquarters planning activities and strategic guidance
- Review commander's initial planning guidance, including his initial understanding of the operational environment, of the problem, and description of the operational approach
- Determine known facts and develop planning assumptions
- Determine and analyze operational limitations
- Determine specified, implied, and essential tasks
- Develop mission statement
- Conduct initial force allocation review
- 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

Steps are not necessarily sequential.

Figure IV-4. Mission Analysis Activities



Mission Analysis Activities

- Begin logistics supportability analysis.
- Analyze higher headquarters planning activities and strategic guidance.
- Review commander's initial planning guidance, including his initial understanding of the operational environment, of the problem, and description of the operational approach.
- Determine known facts and develop 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.

Steps are not necessarily sequential.



Step 3 Course of Action (COA)

Development



What is a COA - *A COA is a potential way (solution and/or method) to accomplish the assigned mission*

Why are COAs developed

to provide unique choices to the commander, all oriented on accomplishing the military end state

What is a good COA

A good COA accomplishes the mission within the commander's guidance, provides flexibility to meet unforeseen events during execution, and positions the joint force for future operations

Step 3 Course of Action Development

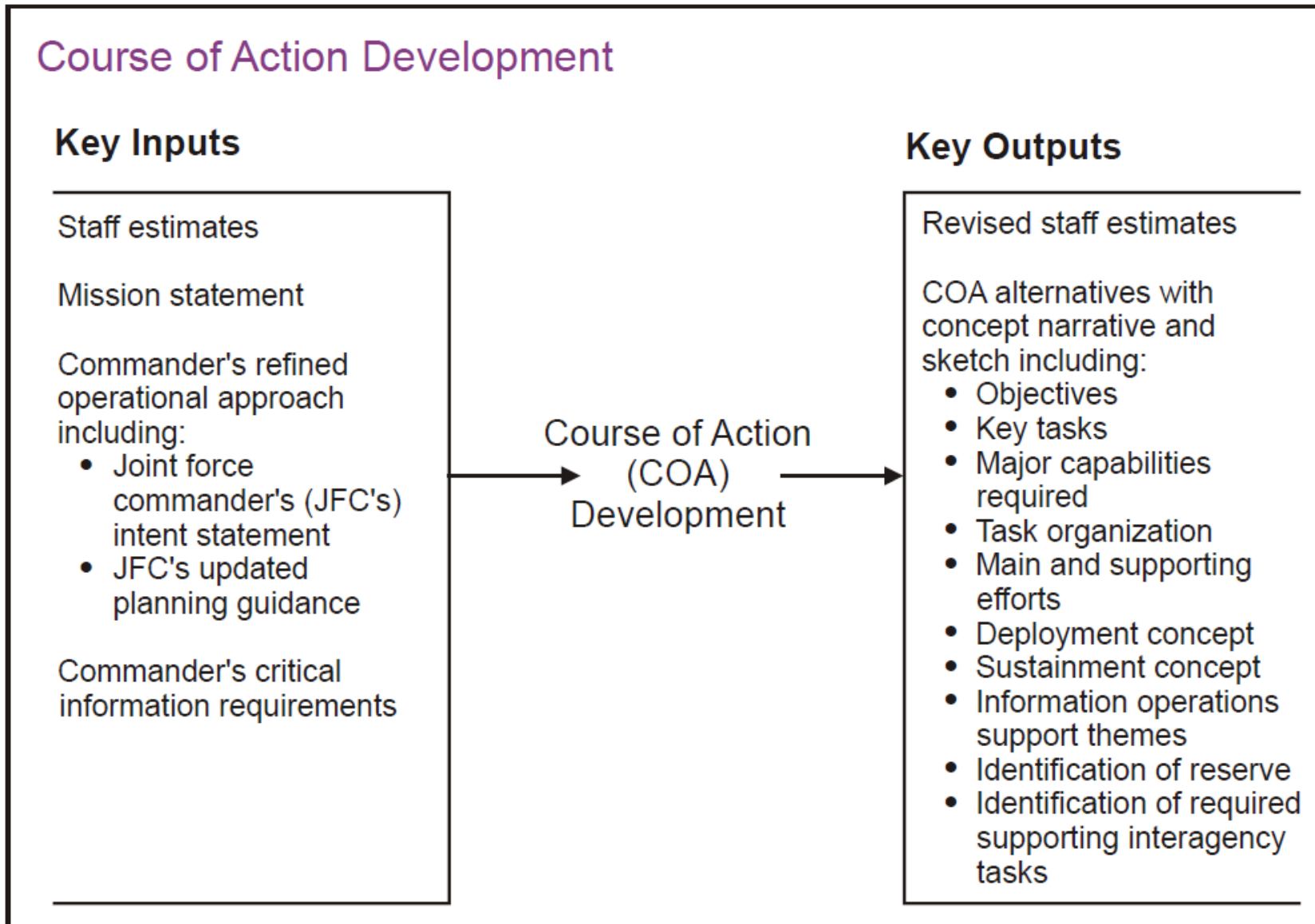


Figure IV-7. Course of Action Development



Principles of Logistics



Logisticians use the principle of logistics as a guide for analytical thinking when assessing COAs or plans/orders.

- **Responsiveness** – providing the right support when/where needed
- **Simplicity** – minimum of complexity in logistic operations
- **Flexibility** – ability to improvise/adapt logistic structures/procedures
- **Economy** – support is provided using the fewest resources within acceptable levels of risk
- **Attainability** – minimum essential supplies/services required to execute will be available
- **Sustainability** – ability to maintain the necessary level/duration of operational activity to achieve military objectives
- **Survivability** – capacity of an organization to prevail in the face of potential threats



Step 4 Course of Action Analysis

Key Inputs

Revised staff estimates

COA alternatives with concept narrative and sketch including:

- Objectives
- Key tasks
- Major capabilities required
- Timeline
- Task organization
- Main and supporting efforts
- Sustainment concept
- Deployment concept and timeline
- Communication synchronization supporting themes
- Identification of reserve
- Identification of required supporting interagency tasks

Synchronization matrices

Evaluation criteria

Course of Action
(COA)
Analysis

Key Outputs

Potential decision points

Potential branches and sequels

Refined COAs

Revised staff estimates

Synchronization matrices

Figure V-10. Course of Action Analysis



Step 4 COA Analysis and Wargaming



Sample Wargaming Steps

1 Prepare for the War Game

- Gather tools
- List and review friendly forces and capabilities
- List and review opposing forces and capabilities
- List known critical events
- Determine participants
- Determine opposing course of action (COA) to war game
- 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 War Game and Assess Results

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

3 Prepare Products

- Results of the war game 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

**'is the COA feasible,
and is it acceptable?'**

Figure IV-12. Sample Wargaming Steps



Step 5 Course of Action Comparison



Course of Action Comparison

Key Inputs

Advantages and disadvantages
Wargaming results
Evaluation criteria
Revised staff estimates

Course of Action
(COA)
Comparison

Key Outputs

Evaluated COAs
Recommended COA
COA selection rationale
Revised staff estimates
Refined commander's critical information requirements
Synchronization matrices

Figure V-13. Course of Action Comparison



Step 6 Course of Action Approval



Course of Action Approval

Key Inputs

Refined COAs

Staff recommendation

Joint force commander's (JFC's) personal analysis (experience and judgment)

Course of Action
(COA)
Approval

Key Outputs

COA modifications

JFC's COA selection

Commander's estimate (if required)

Refined commander's intent

Figure IV-15. Course of Action Approval



Step 7 Plan Orders Developed



Planning results in a plan that is documented in the format of a plan or an order. If execution is imminent or in progress, the plan is typically documented in the format of an order.

CONOPS: The CONOPS is the centerpiece of the plan or OPORD

Types of Orders:

OPORDs,
WARNORDs,
PLANORDs,
ALERTORDs,
EXORDs,
FRAGORDs,
PTDOs,
DEPORDs,



Commander's Assessment



**Major
Crisis**

**Situation
Awareness**



**Supported
CCDR**

General Joseph L. Votel,
Commander of United States
Central Command

Commander's Assessment

- Information on situation
- Action being taken within ROE
- Forces available
- Timeframe for commitment of forces
- Major constraints or restraints for employment of forces
- Current COAs being executed





Joint Logistics Considerations, Steps I-III (Strategic Guidance/Concept Development/Plan Development)

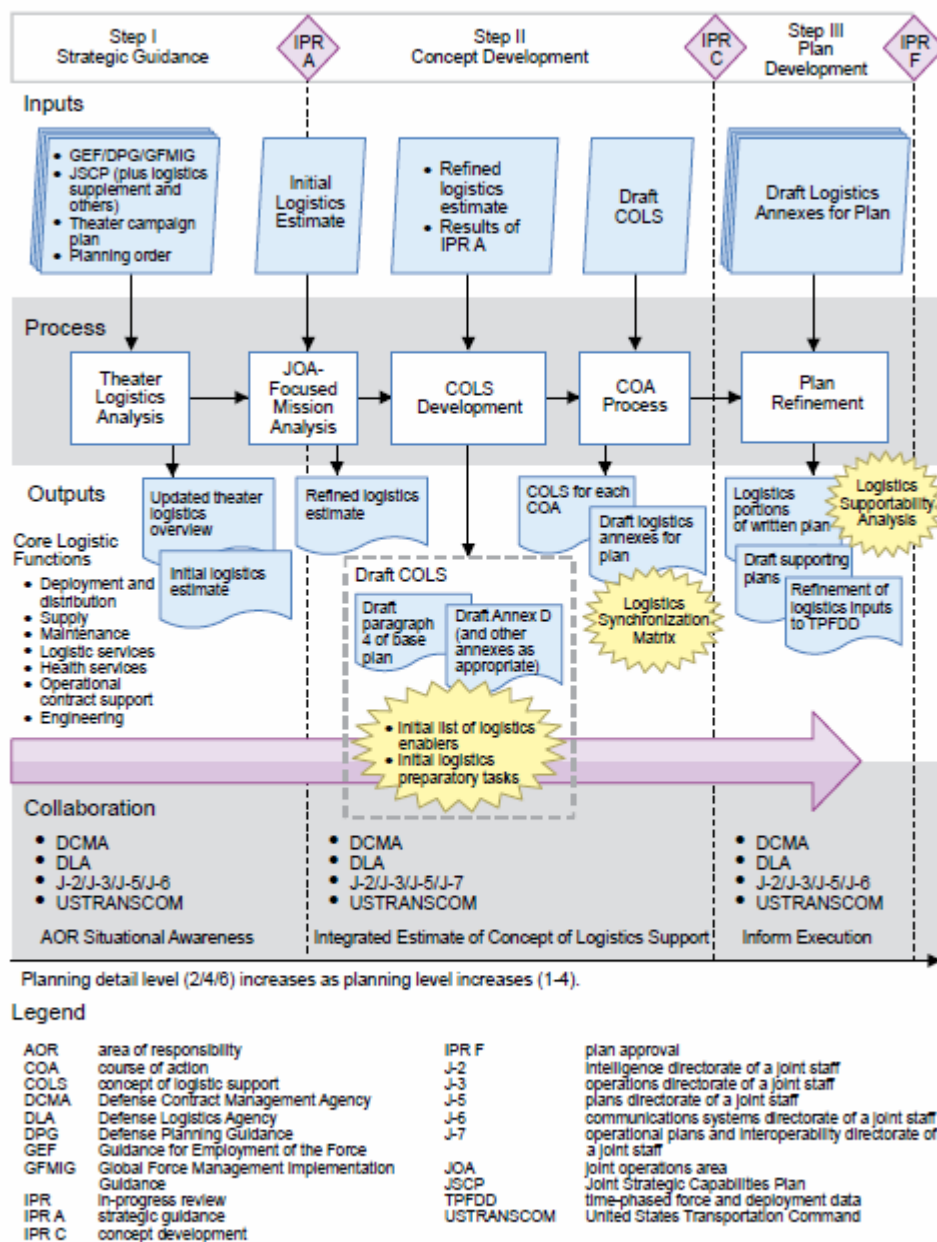


Figure IV-3. Joint Logistics Considerations, Steps I-III (Strategic Guidance/Concept Development/Plan Development)