Used to be “JOPP” to now “JPP”
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
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.
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

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Figure V-1. Joint Planning Process
Step 1 Planning Initiation

Warning Order

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

Major Crisis

Situation Awareness

Commander’s Assessment

Planning Order
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

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.

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**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.
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

Course of Action Development

Key Inputs

- Staff estimates
- Mission statement
- Commander's refined operational approach including:
  - Joint force commander's (JFC's) intent statement
  - JFC's updated planning guidance
- Commander's critical information requirements

Key Outputs

- Revised staff estimates
- COA alternatives with concept narrative and sketch including:
  - Objectives
  - Key tasks
  - Major capabilities required
  - Task organization
  - Main and supporting efforts
  - Deployment concept
  - Sustainment concept
  - Information operations support themes
  - Identification of reserve
  - Identification of required supporting interagency tasks

Figure IV-7. Course of Action Development
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

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

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Figure IV-12. Sample Wargaming Steps

‘is the COA feasible, and is it acceptable?’
Step 5 Course of Action Comparison

Course of Action Comparison

Key Inputs

- Advantages and disadvantages
- Wargaming results
- Evaluation criteria
- Revised staff estimates

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
Course of Action Approval

**Key Inputs**
- Refined COAs
- Staff recommendation
- Joint force commander's (JFC's) personal analysis (experience and judgment)

**Key Outputs**
- COA modifications
- JFC's COA selection
- Commander's estimate (if required)
- Refined commander's intent

Figure IV-15. Course of Action Approval
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**

- 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

Supported

CCDR

General Joseph L. Votel,
Commander of United States Central Command
Figure IV.3. Joint Logistics Considerations, Steps I-III (Strategic Guidance/Concept Development/Plan Development)