

Multinational Force/Combined Task Force (MNF/CTF)

CRISIS ACTION PLANNING

For Humanitarian Assistance



TABLE OF CONTENTS

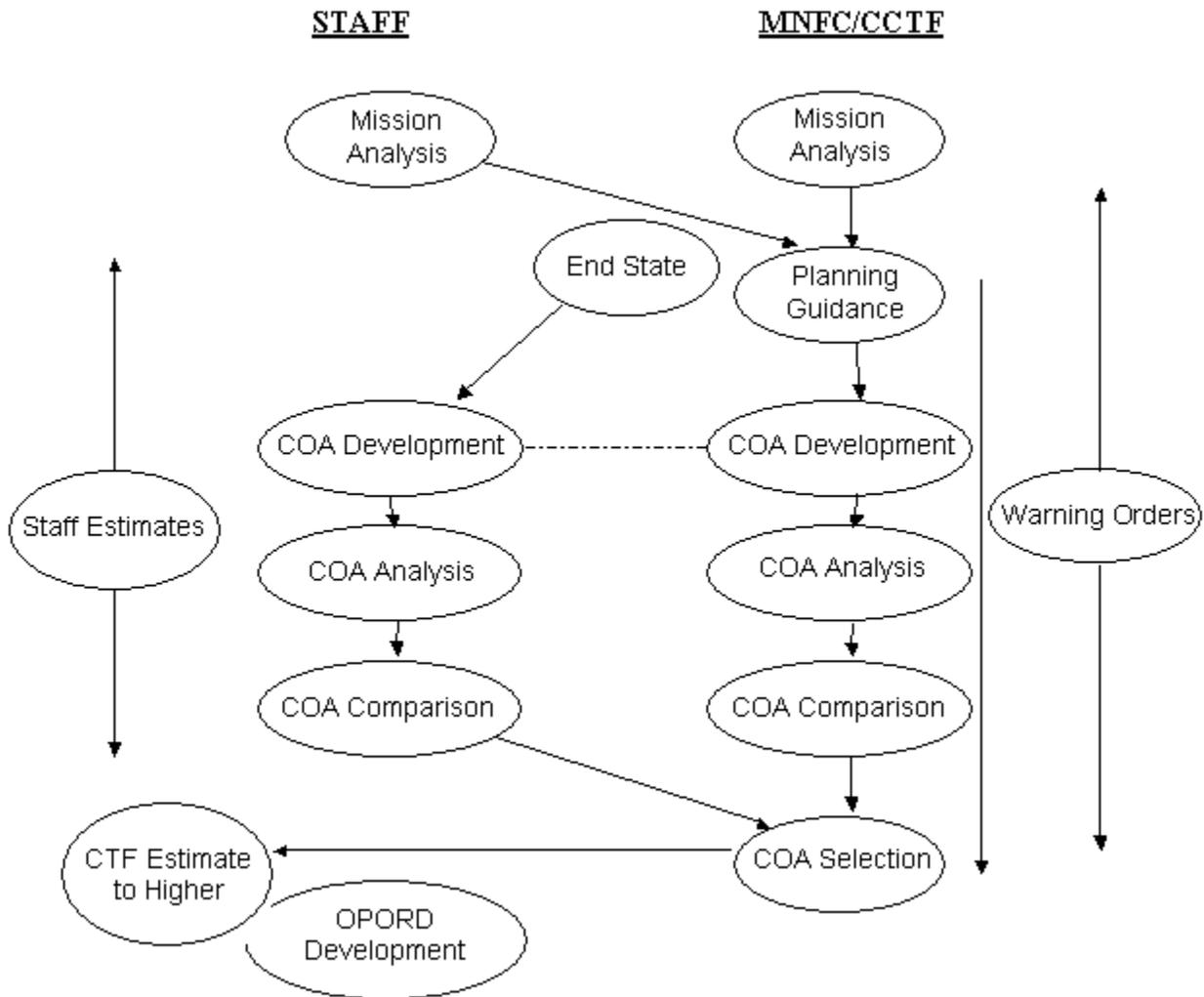
COMMANDERS ESTIMATE OF THE SITUATION.....	3
CONDUCT OPERATIONAL MISSION ANALYSIS.....	4
DETERMINE OPERATIONAL END STATE	7
ISSUE PLANNING GUIDANCE	8
ISSUE WARNING ORDERS	10
DEVELOP COURSES OF ACTION (COAs) AND PREPARE STAFF ESTIMATES.....	12
ANALYZE COURSES OF ACTION.....	16
COMPARE OWN COURSES OF ACTION	21
SELECT/MODIFY COURSE OF ACTION.....	23
PREPARE/ISSUE COMMANDER'S ESTIMATE	25
PROVIDE COMPONENT PLANNING INPUT TO CINC	28
APPENDIXES	
A. SELECTED EXAMPLES OF MEASURES OF EFFECTIVENESS	30
B. EXAMPLES OF GOVERNING FACTORS.....	31
C. GLOSSARY OF ACRONYMS	32

**Multinational Force/Combined Task Force (MNF/CTF)
CRISIS ACTION PLANNING for Humanitarian Assistance**

Commander's Estimate of the Situation

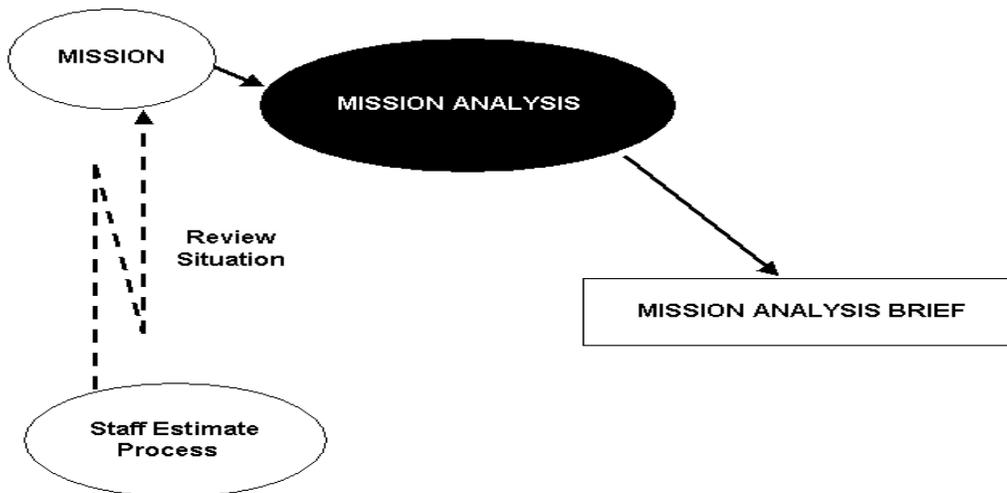
PURPOSE. The estimate of the situation is a logical process of reasoning by which a commander considers all the circumstances affecting a military response to a crisis situation and the course of action (COA) to be taken to accomplish an assigned mission. In the estimate process, the commander evaluates all the elements of a situation that affect the employment of military forces and assets. The estimate process is used to assist the commander, MNFC or CCTF, in selecting a COA and in transmitting the proposed COA to the higher echelon for approval. This process applies to time sensitive planning. It can be abbreviated or adjusted to meet time available. In this handbook the terms MNF/MNFC and CTF/CCTF will be used interchangeably.

OPERATIONAL PLANNING PROCESS



CONDUCT OPERATIONAL MISSION ANALYSIS

PURPOSE: MNF/CTF Staff conduct an operational mission analysis to understand strategic, operational situations, higher 's intent and concept, and develop essential tasks and a clear MNF/CTF mission statement.



- Determine known facts
- Develop Assumptions
- Analyze Higher commander's mission and intent
- Determine limitations
- Consider centers of gravity & decisive points
- Identify tasks
- Conduct initial force structure analysis
- Conduct risk assessment
- Determine military end state for the Multinational Force/Combined Task Force (MNF/CTF)
- Develop mission statement
- Prepare mission analysis brief

1. Determine known facts, current status, or conditions

- a. C1 determines personnel status of available forces
- b. C2/Combined Intelligence Center (CIC)
 - (1) Conduct Combined/Joint Intelligence Preparation of the Battlefield (IPB)
 - (2) Determine status of friendly intelligence support
- c. C3/Combined/Joint Planning Group (C/JPG)/C5 provide:
 - (1) Higher's mission, intent, end state, mandate concept
 - (2) Forces available, readiness status of MNF/CTF structure
 - (3) Other forces available/organizations
 - (4) Host Nation (HN), friendly/foreign government political situation
 - (5) Time analysis -- Balance the desire for detailed planning against the need for speed in executing the mission
 - (a) Determine the time available
 - (b) Understand the required time from when the MNFC/CCTF makes a decision, issues orders, and subordinates execute the operation
 - (c) Allocate the time necessary. Consider a technique whereby each headquarters limits itself to 1/3 of the available time and allocates 2/3 of the available time to subordinates. Consider parallel planning
- d. C4/Logistics Readiness Center (LRC) provide:

- (1) Logistic readiness of available forces
- (2) Logistic impact of available infrastructure in operational area
- (3) Status of hard to obtain materials and services
- e. C6/Combined Communications Control Center provides factors affecting communication. What does the MNF/CTF know about the current status and conditions?
 - (1) Topography in operational area
 - (2) Available communications resources
 - (3) Communications readiness of available forces
- f. CCTF/DCTF determine required/priority information, constraints, restraints
- g. CMO cell provide current status:
 - (1) Population: number, health, demographics (2) Medical infrastructure
 - (2) Dislocated civilians
 - (3) Power, water, transportation, communication infrastructure and supplies/equipment available for HA/DR.
 - (4) Existing residential shelters
 - (5) HN relief agencies capabilities, structure
 - (6) IO, NGOs in country
 - (7) Public safety and emergency services infrastructure (police, fire, civil defense)
 - (8) Cultural factors (ethnic, religious)
 - (9) Resource availability (food, shelter material)

2. Develop assumptions to replace missing or unknown facts

Assumptions must be logical, realistic, and essential for planning to continue. Planners must not assume away the threat. For HA/DR the threat may include weather, disease, flooding, etc.

- a. C1 considers:
 - (1) Personnel readiness at probable execution
 - (2) Replacement requirements/flow
 - (3) Medical evacuation requirements/capability
- b. C2/ CIC consider:
 - (1) Effects of characteristics of operational area
 - (2) Public reactions and responses
 - (3) Status of information support
- c. C3/Combined Planning Group/C5 consider:
 - (1) Status of forces at probable execution
 - (2) Probability of success
 - (3) Availability of and support requirements for host nation or multinational forces
 - (4) Projection of end state (consistent with available guidance from MNF/CTF)
 - (5) Impact of constraints/restraints
 - (6) Available time
- d. C4/Combined Logistics Readiness Center (CLRC) consider:
 - (1) Logistic status of forces at probable time of execution
 - (2) Logistic impact of characteristics of operational area
 - (3) Health services support requirements/capability (in conjunction with the Surgeon)
 - (4) Available transportation for inter and intra-theater deployments
 - (5) Availability of supplies and services to support projected operations
- e. C6/ Combined Command and Control Center consider:
 - (1) Communications status at probable execution
 - (2) Availability of National/Theater level communications support

3. Analyze Higher's mission and intent

- a. Understand the mission (understand the WHY of the mission)
- b. Understand the intent
- c. Knows the operations area (COA, etc.)
- d. Understand public and media relations, issues and implications to mission success.

4. Determine limitations

- a. Restrictions placed on the MNF/CTF:
 - a. Constraints -- required actions that limit freedom of action (e.g., conduct emergency operations within a specific period of time.)
 - b. Restraints -- actions the MNF/CTF is prohibited from taking (e.g., cannot operate in certain areas)
- b. Imposed by higher headquarters
- c. Implied by conditions

5. Determine Multinational Task Force and host nation center(s) of gravity (COG)/decisive points -- Those characteristics, capabilities, or locations from which an organization derives its freedom of action, physical strength, or will to persevere. Analysis of COGs helps identify strengths and weaknesses for all the involved parties.

- a. MNF centers of gravity - Key factor in development and analysis of MNF/CTF courses of action.
- b. Recipient Nation centers of gravity - Key factor in projecting government and public responses and reactions to the MNF/CTF operations.
- c. Threat center of gravity -- Key factor in development and analysis of MNF/CTF courses of action (COA) is the effect the threat (disease, flooding, etc. on the planned operations.
- d. Decisive points are "usually geographic in nature... are the keys to addressing COGs"

6. Identify the tasks to be performed

- a. List specified tasks (usually in paragraph 2 & 3 of Higher's order)
- b. Develop implied tasks -- not specifically assigned, but must be accomplished to perform the mission
- c. Determine essential tasks -- those required to achieve the conditions that define success

7. Conduct Initial CTF Force Structure Analysis

- a. Determine what broad force structure is necessary to accomplish the essential tasks
- b. Of those required - what does the MNF/CTF currently have for planning
- c. What is the difference between paragraphs a. & b. above? "a" maybe inclusive of NGOs/PVOs/IOs, whereas "b" maybe be limited to only capabilities or value added by the MNF/CTF

8. Conduct an initial risk assessment

- a. May be risks associated with:
 - (1) Mission (risks the MNFC/CCTF is willing to take for successful mission accomplishment)
 - (2) Force protection issues
 - (3) Time available as provided by imposed limitations
- b. MNF/CTF staff sections determine risks from their own situational analysis and provide them to the C/JPG through their representatives
- c. C/JPG determines overall risks, considers potential methods for risk mitigation, and disseminates

9. Determine end state (conditions that define success/termination of operations) See next section for detailed explanation.

10. Develop mission statement

- a. Incorporate essential tasks
- b. Include brief statement of WHO, WHAT, WHEN, WHERE, & WHY

11. Prepare mission analysis brief for the commander. Include proposed intent and mission statement for his approval.

PURPOSE: The MNFC/CCTF determines the operational end state to provide focus for all else that the MNF/CTF does. The end state describes the set of required conditions that achieve operational objectives. It is the focus of his Commander's intent.

1. Review higher commander's guidance

- a. Establishing authority may have provided guidance and focus for MNF/CTF operations in an intent statement, which may include strategic or operational implications, or both.
- b. Limitations (constraints, restraints) influence the end state
- c. Understand the difference between preliminary end state conditions, often described as a military end state, and a broader set of end state conditions, when military force is no longer the principal means to the strategic aim. This broader end state typically involves returning to a state of peace and stability and may include a variety of diplomatic, economic, informational, and military conditions. Ideally, the broader end-state would be restoration to pre-emergency conditions.

2. Consider basic principles

- a. Consider that end state conditions must contribute to the end of Foreign Humanitarian Assistance / Disaster Relief (FHA/DR) operations on terms acceptable to the Recipient Nation and its multinational partners
- b. Consider that the basic element of this goal is saving lives and reducing human suffering. A related goal is to ensure MNF/CTF forces, and other providers of assistance, are able to conduct their objectives in a permissive environment.

3. Consider conditions that may be necessary to transition/turn the military missions over to other agencies or host nation.

- a. When the capabilities of the MNF/CTF are no longer unique to the humanitarian effort.
- b. When disaster victims are no longer in immediate jeopardy. The goal is not to improve their standard of living above their level before the disaster, but to a level that allows victims to return to their previous life style.

4. Consider conditions that may be necessary to support the population

- a. Necessary preservation of infrastructure and industrial base to support the populace after FHA/DR operations are concluded.
- b. Necessary attitude of a surviving populace toward the lead nation or multinational effort

5. Specifically describe and record end state conditions

- a. Describe conditions in terms of host nation's capabilities, consistent with the assigned MNF/CTF mission.
- b. Describe conditions in terms of continuing Combined/Joint Task Force capabilities.

PURPOSE: Commander's planning guidance focuses staff planning efforts. It provides enough guidance, or preliminary decisions, to enable the staff to plan the campaign or major operations to achieve the MNF/CTF mission (s) consistent with his intent and the intent of the authority establishing the MNF/CTF. The degree of specificity depends on time available, the staff's level of proficiency, and the inherent flexibility the next higher authority provides.



- **INITIAL GUIDANCE**
 - Feedback on Staff's mission analysis
 - Initial MNFC/CCTF's intent
 - Any CCIRs
 - Other guidance
- **SUBSEQUENT GUIDANCE**
 - Amplify/modify initial guidance
 - Guidance for future planning

1. Provide Initial Guidance. The following is suggested guidance the MNFC/CCTF could provide to assist the staff/components in crisis action planning:

- a. Provide comments concerning the staff's mission analysis briefing (in comparison to own mission analysis) in reference to:
 - (1) Facts as known about the recipient nation's situation and MNF/CTF's capabilities
 - (2) Assumptions
 - (3) Limitations - What the MNF/CTF must do and cannot do
 - (4) Centers of gravity/decisive points
 - (5) Tasks - Specified, implied, essential
 - (6) Initial force structure
 - (7) Risk assessments - How much is acceptable
 - (8) End state – Measures of effectiveness
 - (9) Proposed mission statement
 - (10) Time analysis/milestones
- b. Provide initial commander's intent - Clear statement of MNFC/CCTF's view of desired effects/results of MNF/CTF operations. Can consist of:
 - (1) Operation's purpose (PURPOSE)
 - (2) In broad term, how the end state will be achieved (METHOD)
 - (3) Defines the desired end state (END STATE)

- c. Provide Commander's Critical Information Requirements (CCIR) - Priority items for MNFC/CCTF immediate knowledge or decision-making. Updated almost daily.
- d. Provide additional guidance concerning the following:
 - (1) Priority of the planning effort.
 - (2) If known, describe most probable or threatening conditions or occurrences-- e.g. environmental, humanitarian, etc.
 - (3) Describe/specify range of COAs to be developed, or not developed, in response to threatening conditions
 - (4) Describe sequencing of the operation (simultaneous/ sequential/combo)
 - (5) Describe command and control relationships.
 - (a) MNF/CTF's task organization - Service/functional/multinational component structure
 - (b) MNF/CTF's command relationships & authorities - OPCON/TACON/Support by phase or major operation
 - (c) Relationships to/with International Organizations (IO), government organizations, nongovernmental organizations (NGO), and private voluntary organizations (PVO) (as appropriate)

2. Subsequent Guidance -- As planning progresses, the staff could need frequent planning guidance, both during the initial plan development and for development of branches and sequels. This guidance will give the staff and components the same focus as initial guidance.

- a. Guidance to further amplify initial guidance:
 - (1) Final/revised mission statement approval
 - (2) Final/revised commander's intent
 - (3) More detailed concept of operations
 - (a) Designation of the main effort
 - (b) Designation of priorities of protection
 - (c) Tasks for the components
 - (d) Designation of TPFDD priorities of lift assets
 - (e) Size, location or use of the MNF/CTF reserve
 - (f) C2W guidance – PA, Information, and PSYOP
 - (g) Rules of engagement guidance
 - (h) Force protection plan
 - (i) Other guidance as appropriate
- b. Guidance for the planning of branches (options or contingencies based on the original plan) and sequels (subsequent operations based on the outcomes of current operations)
- c. Guidance on the termination of operations. Conditions that describe the end state.

ISSUE WARNING ORDERS

PURPOSE: The initial warning order contains the best available data about the operation, thus enabling early and parallel planning efforts of subordinates. There can be many warning orders. Subsequent warning orders provide additional significant information, as that information becomes available. Other kinds of orders (such as planning orders) can substitute for a warning order. The warning (or planning) order focuses planning efforts.

1. Issue Warning Order as required

- a. Initial warning order is issued as soon as mission information is available.
 - (1) Typically NLT after mission analysis so that a clear MNF/CTF mission statement can generate planning efforts by components. However, it may be issued sooner if mission analysis is a formal process and would cause undue delay in alerting components to the prospect of combined operations.
 - (2) Available information is provided; warning order is not withheld for lack of complete information to fit a prescribed format.
 - (3) Format varies to fit the situation, but generally follows the format for **Warning Order in JP 5-03.1**.
- b. Subsequent warning orders are issued as often as there is a substantive increase in information that would provide substantive additional focus to component planning efforts. Typically, subsequent warning orders are issued when courses of action are identified, and when a course of action is selected and concept statement is available.

2. Describe current situation

- a. Environmental, humanitarian, or civil situation
- b. MNF/CTF situation -- actions, planning considerations to date
- c. Assumptions
- d. Refers to specific Operation Plans (OPLAN), Concept Plans (CONPLAN), or Functional Plan as a basis for planning

3. State mission

- a. Mission statement from mission analysis effort
- b. Clear statement of objectives of operation(s)

4. Describe tentative or proposed courses of action, or concept(s) of operations

- a. May describe options under consideration
- b. May include specific preparatory and/or planning tasks to components
- c. May include specific preparatory or planning guidance for:
 - (1) Command and Control
 - (2) Civil Affairs
 - (3) Psychological Operations PYSOP
 - (4) Force protection
 - (5) Other operations, as required by situation

5. Coordinating instructions. Consider:

- a. Tentative timing factors (M-Day, F-Hour; C-Day, L-Hour; D-Day, H-Hour)
- b. Anticipated length of operation
- c. Deployability posture
- d. Know operational constraints Direct Liaison Authorized (DIRLAUTH), All Concerned (ALCON) if appropriate

6. Intelligence guidance

- a. May include collection priorities
- b. May include collection tasks

- c. May describe intelligence concept
- d. May refer to OPLAN databases, or intelligence estimate, battlespace (IPB).
- e. Because of NGO, PVO, and IO sensitivities regarding negative perceptions generated by working with military organizations, use of the term “information” vice “intelligence” may be less inflammatory IAW JP 3-07.6.

7. Civil affairs guidance

- a. CA mission statement, objectives
- b. CA operations considerations
 - (1) Constraints
 - (2) Transportation priorities
 - (3) Coordination requirements
 - (4) Command and Control (C2) arrangements

8. Logistic guidance

- a. Logistic concept, priorities
- b. May refer to OPLAN guidance
- c. May refer to existing or developing logistic estimate
- d. Time-Phased Force and Deployment Data (TPFDD) development
- e. Transportation guidance
- f. Status and implications of MNFC/CCTF directive authority
- g. Known logistic constraints/restraints

9. Transportation instructions

- a. Allocation of strategic lift
- b. Mobilization information
- c. Airlift information/instructions
- d. Sealift information/instructions
- e. Air refueling information/instructions
- f. Joint Transportation Board (JTB)/Joint Movement Center (JMC) instructions, if applicable

10. MNF/CTF command relationships

- a. Service/functional multinational component structure
- b. Supporting/supported relationships among components, by phase or major operation
- c. Relationship to/with government departments, organizations, agencies
- d. Coordination requirements with IO, NGO, Country Teams, UN agencies

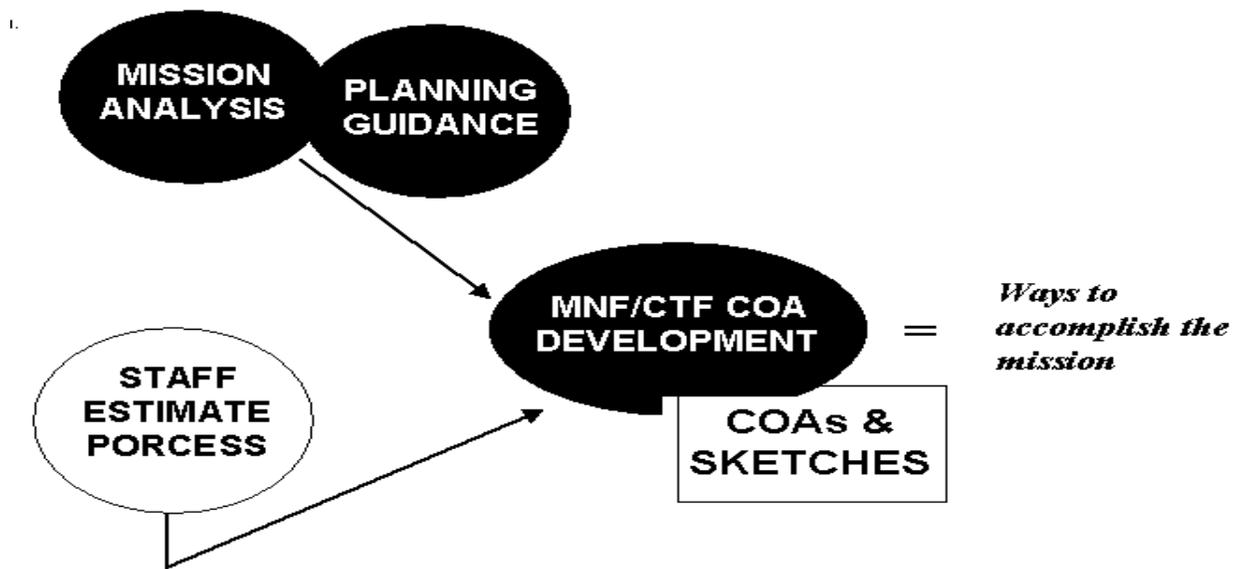
11. Provide other information/instructions. Consider (as available):

- a. JOPES coordination instructions
- b. Force Activity Designator (FAD) information/instructions, if applicable
- c. Personnel deployment criteria
- d. Operation codeword
- e. Reporting instructions
- f. Classification guidance
- g. Public affairs guidance

DEVELOP COURSES OF ACTION (COAs) AND PREPARE STAFF ESTIMATES

PURPOSE: A COA is a broad statement of possible ways the MNF/CTF can accomplish its mission. COAs should include these five elements:

- a. WHAT - the type of operation(s) to be conducted (see essential tasks)
- b. WHEN - times the operation(s) will begin or must be completed
- c. WHERE - the assigned areas of operation (AOs) within the JOA
- d. WHY - purpose of the operation
- e. HOW - the method of conducting the operations(s) using major available resources. The end product of this task is a set of COAs, approved by the MNFC/CCTF, and available for further analysis and comparison.



- Develop initial courses of action
- Test validity of each COA
- Determine Command and Control Means
- Prepare COA statement, sketch & task organization
- Brief recommended COAs to MNFC/CCTFCJTF for approval
- MNFC/CCTF approves COA
- Conduct staff estimates

1. Develop initial courses of action

- a. Review information contained in the mission analysis, MNFC/CCTF's guidance.
- b. Technique: Think at two levels down from the MNF/CTF HQ. Develop plans to integrate/synchronize the joint environments of land, maritime, air, protection, support, and command & control. Have land, air, maritime, and special operations planners think of:
 - (1) Land - What are the major ways that land forces can conduct maneuver, protection, support and establishment of command & control?
 - (2) Air - What are the major ways that air forces can conduct maneuver, protection, support and establishment of command & control?
 - (3) Maritime - What are the major ways that maritime forces can conduct maneuver, protection, support and establishment of command & control?
 - (4) Special Operations - What are the major ways that special operations forces can

conduct maneuver, firepower, protection, support and establishment of command & control?

- c. The concepts should focus on where COGs and decisive points (or vulnerabilities) may occur.
- d. Identify sequencing (simultaneous/sequential/or combination) and phasing of the operation for each COA.
- e. Identify main and supporting efforts, by phase, purposes of those efforts, and key supporting/supported relationships within phases.
- f. Identify component level mission/tasks (who & what) that will accomplish the stated purposes of main and supporting efforts.
- g. Develop a PA/media plan. Planners should conceive major elements of this plan in the development of their COAs. Develop a force protection plan.

2. Test the validity of each COA

- a. Tests for suitability
 - (1) Does it accomplish the Mission?
 - (2) Does it meet the MNFC/CCTF's intent?
 - (3) Does it accomplish all the Essential Tasks?
 - (4) Does it allow the MNF/CTF meet the conditions for the End State?
 - (5) Does it take into consideration the MNF/CTF and Recipient Nation's Centers of Gravity?
- b. Preliminary test for feasibility
 - (1) Does the MNF/CTF have the force structure (means) to carry it out? The COA is feasible if it can be carried out with the forces, support, and technology available, within the constraints of the physical environment.
 - (2) Although this process occurs during COA analysis and the test at this time is preliminary, it may be possible to declare a COA infeasible. However, it may be possible to fill shortfalls by requesting support from other means.
- c. Preliminary test for acceptability
 - (1) Does it contain unacceptable risks?
 - (2) Does it take into account the limitations placed on the MNF/CTF? COA is considered acceptable if the estimated results are achievable without undue risk to forces, time, position, and opportunity.
 - (3) Acceptability is considered from the perspective of the MNFC/CCTF, the MNF/CTF's higher authority, supporting governments and agencies, and the Recipient Nation by review of the MNF/CTF's contribution to objective.
 - (4) COA is reconciled with external constraints.
 - (5) Requires visualization of execution of the COA against each threatening condition. Although this process occurs during COA analysis and the test at this time is preliminary, it may be possible to declare a COA unacceptable if it violates the MNFC/CCTF's definition of desired benefit and acceptable risk.
- d. Test for differences or variety. Is it fundamentally different from other COA? They can be different when considering:
 - (1) Focus or direction of main effort
 - (2) Scheme of delivery (land, air, maritime)
 - (3) Primary mechanism for mission accomplishment
 - (4) Task organization
- e. Preliminary test for completeness. Does it answer the questions WHO, WHAT, WHEN, WHERE, WHY and HOW?

3. Determine command and control means

- a. Determine command relationships and organizational options
 - (1) Command relationships:
 - (a) Operational Control (OPCON)
 - (b) Tactical Control (TACON)
 - (c) Support (General, Mutual, Direct, or Close)

- (d) Others (Administrative Control, Coordinating Authority, or Direct Liaison)
- (2) Organizational options
 - (a) Service components
 - (b) Functional Components
 - (c) Subordinate CTF
 - (d) Combination of above.
- b. Determine control measures. Include boundaries and control measures that are evident at this stage of planning.
- 4. Prepare course of action statement(s), sketch & task organization**
 - a. COA answers WHO, WHAT, WHERE, WHEN, HOW, WHY
 - b. Develop COA sketch
 - c. Finalize the task organization.

Course of Action Three
PHASE Two: Build-up/Execution

CARFOR: 411TH ENG BN & 368 MO CO
 DEPLOYS TANGKAK, KPG PAYA YONG
 PENG; 96 ca VIC MELAKA; 442 INF BN
 ASSIGNED TO NAVFOR
 CAFFOR: DEPLOY 374 AW, 517 AS AND 33
 RQS TO CHANGI; 497 CTS VIC PAYA LEBAR
 CPOTF: DEPLOY 8 PO BN TO CHANGI
 CSOTF: Deploy 1 SOS, 17 SOS, 31 SOS, 320
 STS and 1 SF BN VIC CHANGI
 CNAVFOR: SEABEE'S DEPLOY TO
 TANGKAK, KPG PAYA YONG PENG



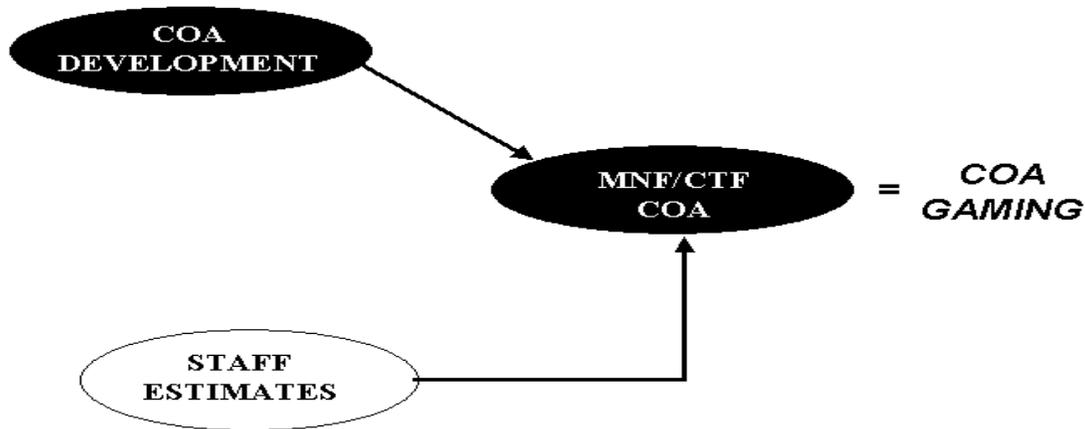
This phase completes the deployment of initial forces (Phase 1) and begins the push-out of staging areas by troops conducting infrastructure repair. Operations will be conducted along two axes. Follow-on forces continue to arrive into their JOAs as needed. Phase is complete upon restoration of LOCs.

- 5. Brief initial COA development to MNFC/CCTF for approval and solicit commander's guidance for further COA development.**
- 6. MNFC/CCTF Approves COAs**
 - a. Review and approve COAs for further analysis
 - b. Direct revisions to COAs, combinations of COAs, or development of additional COAs
 - c. Provide planning guidance.
- 7. Conduct staff estimates**
 - a. This is where each staff addresses each COA from its own perspective
 - b. It is essentially where the staff does its homework in preparation for an integrated staff effort of:
 - (1) COA analysis
 - (2) COA comparison
 - (3) COA recommendation and selection

8. Conduct vertical and horizontal concurrent (or parallel) planning

- a. Coordinate planning with staff counterparts from other functional areas.
- b. Permit adjustments in planning as additional details are learned from higher and adjacent echelons, and permits lower echelons to begin planning efforts and generate questions (Requests for Information/Intelligence) that result.

PURPOSE: The analyses of courses of action “COA Gaming” serves to identify advantages and disadvantages by which the COAs can be compared, and further identify many of the elements of execution planning for each COA. The end product of this task is a list of advantages and disadvantages for each COA and a synchronization matrix for each COA that identifies tasks and force requirements by component and joint functional area.



- Gather tools, materials and data for COA gaming
- List assumptions
- List known critical events and decision points
- Select method of gaming the COAs for analysis
- Select technique to record and display game results
- Game the operation and assess the results
- Conduct risk assessment

1. Gather tools, materials, and data for COA analysis (COA gaming)

- a. MNF/CTF COAs to be analyzed.
- b. Threat expectations (COAs) against which MNF/CTF COAs are to be analyzed, in order of priority.
- c. Appropriate representations of the operational area (maps/overlays, digital displays, representations of airspace, sea surface areas, etc.).
- d. Appropriate representations of threats and friendly force dispositions/capabilities. Consider all assigned, OPCON, TACON, and supporting forces and assets that are available for direct employment or support of the operation(s).
- e. Appropriate representations of environmental/civil conditions that generate the requirement for FHA/DR operations.
- f. Identify/review existing/inherent support relationships and any limitations (constraints and restraints) imposed by higher authorities.

2. List assumptions

3. List known critical events and decision points

- a. Critical events are essential tasks that require detailed analysis.
- b. Decision points identify (in time and space) decisions that the commander must make to ensure timely execution and synchronization of resources. Additional decision points may become apparent during COA analysis.

c. Time available for analysis effects length of the critical events list.

4. Select method of gaming the COAs for analysis

- a. Method depends on time and other resources available, staff expertise, degree of desired resolution.
- b. Consider:
 - (1) Manual COA gaming. Consider using a methodology that permits analysis of MNF/CTF actions in time and space from a perspective of operational phases or critical events
 - (a) Deliberate time line analysis. Key staff and functional area representatives methodically consider MNF/CTF actions day by day or in other discrete blocks of time. This is the most thorough method when time permits detailed analysis.
 - (b) Operational phasing. Key staff and other functional area representatives may use operational phasing as a framework for COA analysis. They identify significant actions and requirements by functional area and/or MNF/CTF component.
 - (c) Critical events. The key staff and functional area representatives focus on specific critical events that encompass the essence of the COA. If time is particularly limited, they may focus only on the principal assistance mechanism. It is important to identify a Measure of Effectiveness that attempts to quantify the achievement of that assistance mechanism. This Measure of Effectiveness should enable a consistent comparison of each COA for each specific critical event. If necessary, different Measure of Effectiveness should be developed for measuring different type of critical events. As with the focus on operational phasing, the critical events discussions identify significant actions and requirements by functional area and/or by MNF/CTF component.
 - (2) Computer assisted. Note that use of computer assistance currently requires time for set up and database builds, but preparation time will decrease as the technology improves. The simulation models selected should be based on operational objectives analysis, mature scenario and threat parameters development, and the simulations' capabilities to replicate activity anticipated in the operation. Request assistance from MNF/CTF appointing authority for advice on appropriate models and necessary resources.

5. Select technique to record and display COA gaming results

- a. Recording game results provides data from which to build/modify task organizations, synchronize activity through coordination, and prepare plans and orders. It provides the staff with a record of strengths and weaknesses for comparison of COA
- b. The following are possible techniques, used individually or in combination:
 - (1) The narrative technique describes in sentence form the visualization of the operation(s) in sequence. It provides extensive detail and clarity. It provides a large volume of information and is the more time-consuming technique.
 - (2) The sketch note technique uses brief notes concerning critical locations or tasks. The notes may refer to specific locations on a map or may relate to general considerations covering broad areas. Notes may be made on a map, on a separate game worksheet, or on synchronization matrices. If recorded separately from the map, sequence numbers may relate them to map locations.
 - (3) COA gaming worksheets can be constructed to identify all pertinent data for a given critical event.

CRITICAL EVENT:

Sequence Number	Action	Reaction	Counter Action	Assets	Time	Decision Point	E E I	Procedural & Positive Controls	Remark
-----------------	--------	----------	----------------	--------	------	----------------	-------------	--------------------------------	--------

(4) A synchronization matrix allows the staff to record the results of COA gaming and to synchronize the COA over a number of different parameters. It depicts the time of the event and the threat encountered, MNF/CTF action that is being gamed. The staff can develop remaining entries around combined/joint functional areas or actions of component forces. The following example combines these two frameworks.

	Time-Continuous or Single-Event	D-Day/H-Hour	D+1	D+2
	Crisis event			
	Decision Points			
	Critical Information Requirements			
Joint Functional Area	Operational Movement and Maneuver			
	Medical assistance			
	Operational Protection			
	Operational Information			
	Food distribution			
	Operational Support			
Components	ARFOR/Land Component			
	MARFOR/Land Component			
	NAVFOR/Maritime Component/JFACC			
	AFFOR/Air Component/JFACC			
	JSOTF			

6. Game the COA operation(s) and assess results.

- a. COA gaming is a deliberate, methodical effort to describe MNF/CTF actions in time and space from a perspective of operational phases or critical events. The MNFC/CCTF and staff visualize the flow of (an) operation(s), given force strengths and dispositions, threatening conditions, and an identified area of operations.
- b. Generally, staffs assess MNF/CTF performance by projecting actions two echelons down.
- c. During COA gaming, the staff attempts to capture an operation(s)' dynamics through a series of "action -- reaction -- counteraction" sequences. During that process, the staff attempts to capture key elements that, collectively, define the synchronization of the operation(s). These elements include:
 - (1) Specific tasks. Certain tasks will be retained at the MNF/CTF Headquarters level; others will be assigned to components
 - (2) Task Organization. Components must be provided the resources to accomplish assigned tasks
 - (3) Command relationships.
 - (4) Coincidence of movement and maneuver
 - (5) Decision points and information requirements related to major events
 - (5) Operational support keyed to major events that permits continuous operations or

projects operational pauses

(6) Identification and prior planning for operational branches and sequels

d. Action-Reaction-Counteraction. The staff conducts these drills until forces complete the critical event. It notes advantages, weaknesses of, and necessary improvements to the COA.

(1) Normally, a J5 or J3 representative identifies the initial MNF/CTF action. The staff identify the full range of operations actions, across all joint functional areas and/or by all components, that comprise the initial action

(2) A staff representative identifies the same scope of threat reaction/impact (3) The staff then determines the counteraction in all areas. The counteraction can begin the sequence again as a new action, or a separate new action can begin the sequence.

e. The COA gaming should result in:

(1) Refinements or modifications to the COA, based on completion of earlier tentative tests of appropriateness (feasibility, acceptability, completeness)

(2) Identification of component tasks

(3) Task organization requirements

(4) Synchronization requirements

(5) An estimate of the duration of critical events as well as the operation as a whole

(6) For HA/DR, the projected degree of threat reduction, relief delivered, and infrastructure and services restored

(7) Required support from outside the MNF/CTF

(8) Additional critical events

(9) Support requirements for other agencies (IO, NGO, PVO, etc.)

(10) Requirements for logistics support

(11) Opportunities for building goodwill

(12) Clear picture of command relationships

(13) Branches and sequels

(14) Critical events and decision points

(15) Critical information required to support decision points

(16) COA strengths and weaknesses

(17) Areas of interest for reconnaissance, surveillance

(18) Requirements to coordinate with Embassy personnel

(19) Priorities and other commander's guidance

(20) Logistics/movement (TPFDD) requirements

(21) Requirements for ROE modifications

7. Conduct risk assessment

- a. Purpose is to determine where risk to personnel and equipment exists in the operation(s) and to manage the risk to minimum levels.
- b. Identify risks and major events. Information should be developed and recorded during the COA gaming analysis.
- c. Assess risks. Subdivide an operation into its major events and determine where to eliminate or reduce risks.
- d. Examine events by location, conditions, and potential magnitude of risk and prepares risk decision recommendations on acceptability of risk or necessity of risk mitigation.
- e. Identify ways and means of risk mitigation, where required. Consider such actions as:
 - (1) Increased mass
 - (2) Extended time of preparatory actions
 - (3) Application of PSYOP and/or CA
 - (4) Different force structure
- f. Allow staff to identify to MNFC/CCTF the areas of the operation in which there is risk. Allow the staff to suggest alternatives or options that would lessen that risk.

COMPARE OWN COURSES OF ACTION

PURPOSE: Comparison of the MNF/CTF COAs reveals which COA has the highest probability of success for the threat/COA that most concerns the MNFC/CCTF. End product of this task is a briefing to the MNFC/CCTF on a COA recommendation and a decision by the MNFC/CCTF.



- Determine comparison criteria or “governing factors”
- Define and determine the standard for each criteria
- Assign weight or priority to comparison criteria
- Construct comparison method and record
- Conduct and record the comparison
- Recommend COA

1. Determine comparison criteria or governing factors

- a. Criteria are based on the particular circumstances and should be relative to the situation -- there is no standard list of criteria.
- b. Review commander’s guidance for relevant criteria.
- c. Identify implicit significant factors relating to the operation.
- d. Each staff identifies criteria relating to that staff function.
- e. Other criteria might include:
 - (1) Political, social, and safety constraints; requirements for coordination with Embassy/Interagency personnel
 - (2) Fundamentals of joint warfare/Military Operations Other Than War (MOOTW)
 - (3) Elements of operational art
 - (4) Other critical factors
 - (5) Mission accomplishment
 - (6) Risks
 - (7) Costs

2. Define and determine the standard for each criterion

- a. Establish standard definitions for each governing factor. Define the criteria in precise terms to reduce subjectivity and ensure the interpretation of each governing factor remains constant between the various COAs.
- b. Establish definition prior to commencing COA comparison to avoid compromising the outcome.
- c. Apply standard for each criterion to each COA.

3. Assign weight, or priority, to comparison criteria (if a weighted comparison is being used by the staff)

- a. One way is to rate each COA on a scale (a scale of 1 to 3 is easiest, but scales of 1 to 5 or 1 to 10 provide greater discrimination) with regard to each criterion.

- (1) Apply each COA to the standard for each criterion.
 - (2) Rate COA on the scale according to the degree to which it meets the standard (the defined governing factor).
 - (3) Create greater dispersion in numerical results, and make differentiation of COA clearer.
- b. A second way is to assign a specific weight to each criterion (e.g., a rank order, or a position on one or more weighted scales).
- (1) Accomplished if the commander or staff believes that certain criterion are more or less important than others.
 - (2) Rate the COA against the criterion standard:
 - (a) May simply assign the COA the same numerical weight that the criterion was given, or --
 - (b) May assign the COA an additional rating within a scale assigned to the criterion. In this case, the overall numerical weight given to the COA would be a product of the score of the weight assigned to the criterion itself and the score on the scale within the criterion.
 - (3) Each staff section does this separately, perhaps using different criteria on which to base the COA comparison. Then, the staff (or, the JPG) assembles and arrives at a consensus.

4. Construct comparison matrix and record

COURSES OF ACTION							
		COA 1		COA 2		COA 3	
Criteria	WT	Rating	Product	Rating	Product	Rating	Product
Security	2	4	8	1	2	4	8
Immediate medical care	3	7	21	3	9	6	18
Efficient food distribution	5	4	20	3	15	5	25
Leverages media	1	3	3	2	2	4	4
Exploits C2W	1	6	6	4	4	4	4
CSS (best use of transportations)	2	5	10	2	4	6	12
Etc							
Total		29		15		32	
Weighted total			68		36		71

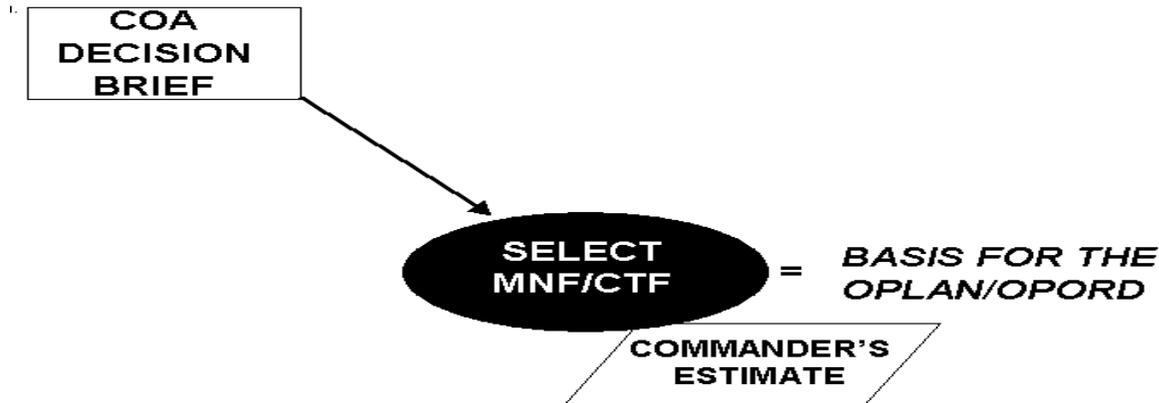
5. Conduct and record the comparison

- a. Each staff conducts/compares COA. Compare COAs to the governing factors/criteria not to each other using the criteria and method selected.
- b. Record comparison and summarize findings.
- c. Prepare separate recommendations.

6. Recommend COA

- a. J5/J3 reviews and records individual staff recommendations.
- b. Staff determines which COA to recommend -- any MNFC/CCTF guidance on criteria weighting is reviewed and incorporated.
- c. In the event of indecision:
 - (1) Staff determines if COA modification or adjustment would permit a decision.
 - (2) J5/J3 consults Chief of Staff for guidance or resolution.

PURPOSE: COA selection is the end result of the COA comparison process. It gives the staff a concise statement of how the MNFC/CCTF intends to accomplish the mission, and provides the necessary focus for execution planning and OPLAN/OPORD development.



- Select Course of Action
- Refine COA selection into clear decision statement
- Apply final “acceptability” check

1. Select Course of Action

- a. Review staff recommendations.
- b. Apply results of own COA analysis and comparison.
- c. Consider apparent empirical evidence.
- d. Consider any separate recommendations from Deputy MNFC/CCTF.
- e. Review guidance from MNF/CTF establishing authority.
- f. Make decision:
 - (1) May concur with staff recommendation, as presented.
 - (2) May concur with staff’s recommended COA, but with modifications.
 - (3) May select a different COA from the staff recommendation.
 - (4) May, in light of available analysis, direct use of a COA not formally considered.

2. Refine COA selection into clear decision statement

- a. Brief statement that clearly and concisely sets forth the COA selected and provides only whatever information is necessary to develop a plan for the operation (no defined format or content).
- b. Describe what the force is to do as a whole, and as much of the elements of when, where, and how as may be appropriate.
- c. Express decision in terms of what is to be accomplished, if possible.
- d. Use simple language so the meaning is unmistakable.
- e. Include statement of what is acceptable risk.

3. Apply final “acceptability” check

- a. Apply experience and an understanding of the situation.
- b. Consider factors of acceptable risk versus desired outcome consistent with higher commander’s intent and concept. Determine if the gains are worth the expenditures.

PURPOSE: MNFC/CCTF conducts his own estimate to evaluate alternative COA and to select a course of action (COA) from which the MNF/CTF concept of operations can be constructed. MNFC/CCTF conducts his commander's estimate concurrently with staff estimates. When he receives the staff's COA recommendation and makes a selection or modification, he issues an estimate document. The estimate document formally records the MNF/CTF's efforts at COA development, analysis, comparison, and decision. Further, it replies to the establishing authority's requirement, either as an evaluation response message or as the first part of the requirement to develop a plan for execution. In addition, the MNFC/CCTF's estimate document provides the staff clear focus and guidance for continued planning efforts.

1. Review mission statement

- a. State assigned or deduced task and its purpose.
- b. Determine priorities, if the mission is multiple.
- c. List any intermediate tasks, prescribed or deduced, necessary to accomplishment of the mission.

2. Review situation, COAs, and factors effecting COAs

(Consider factors influencing the choice of COA, as well as those affecting the threat. For each factor, state the fact or assumption under consideration and the expected influence on the situation).

- a. Characteristics of the area of operations
 - (1) Geography
 - (a) Topography
 - (b) Hydrography
 - (c) Meteorological and Oceanographic (METOC) conditions
 - (2) Transportation infrastructure
 - (3) Telecommunications infrastructure
 - (4) Politics
 - (5) Economics
 - (6) Sociology (cultures, religions, languages, etc.)
 - (7) Science and technology
- b. Environmental, humanitarian, or civil conditions
 - (1) Key conditions to be overcome or rectified -- may include METOC conditions, failure or damage to public utilities, displaced populace, breakdown in law and order/security, general disaster debris, etc.
 - (2) Identify force requirements
 - (3) Consider C2 means, requirements
 - (a) C2 relationships
 - (b) Organization of the operational area
 - (c) Boundaries, as required
- c. Assumptions
Own COAs -- review/restate all practicable COA, with modifications as accepted after the staff estimate process

3. Analyze opposing COAs

- a. Review staff COA gaming efforts.
- b. Add considerations from own experience.

4. Compare own COAs

- a. Weigh advantages, disadvantages with respect to critical assessment criteria. Consider:
 - (1) Principles of Military Operations Other Than War (MOOTW)
 - (2) Fundamentals of joint warfare
 - (3) Elements of operational art

- (4) Other critical factors -- e.g., political constraints
- (5) Mission accomplishment
- (6) Risk
- (7) Least cost

b. Determine which COA will most rapidly lead to success at least cost.

5. Render decision

6. Issue Commander's Estimate Document

- a. Format varies. Precise contents may vary widely, depending on the nature of the crisis, time available to respond, and the applicability of prior planning. In a rapidly developing situation, a formal Commander's Estimate document may be initially impractical, and the entire estimate process may be reduced to a commander's conference, with corresponding brevity reflected in the estimate when submitted by record communications to the establishing authority.
- b. In practice, with appropriate horizontal and vertical coordination, the MNFC/CCTF's COA selection has already been briefed to and approved by the establishing authority. In the current global environment, where major military operations are both politically and strategically significant, even a MNFC/CCTF's selected COA is normally briefed to and approved by the NCA. The Commander's Estimate document, then, becomes a matter of formal record keeping and guidance for component and supporting forces.
- c. JP 3-0 (Appendix C) provides an estimate framework. **5-03.1 (Annex D) both provides a Commander's Estimate format that is "desirable but not mandatory."** JP 3-0's framework follows:
 - (1) Mission
 - (a) Mission analysis
 - (i) Higher commander's purpose and guidance
 - (ii) Specified, implied tasks
 - (b) Mission statement. (Include essential tasks to be accomplished and purpose to be achieved).
 - (2) Situation and COAs
 - (a) Situation analysis
 - (i) Geostrategic analysis
 - (ii) Analysis of the threat
 - (iii) Friendly situation
 - (iv) Restrictions
 - (v) Assumptions
 - (vi) Deductions
 - (b) Courses of action analysis. State all practical COAs open to the MNF/CTF. Each should include:
 - (i) Major strategic and operational tasks to be performed
 - (ii) Forces required
 - (iii) Logistic concept.
 - (iv) Deployment concept
 - (v) Estimate of time required to reach termination objectives
 - (vi) Concept for maintaining a (MNF/CTF) reserve
 - (3) Analysis of opposing courses of action
 - (a) Determine effect of possible threats on the success of each friendly COA.
 - (b) Conduct the analysis in an orderly manner
 - (c) Consider conflict termination issues
 - (d) Conclude with revalidation of COAs and understanding of advantages and disadvantages of each COA.
 - (4) Comparison of own courses of action
 - (a) Evaluate the advantages and disadvantages of each COA.
 - (b) Compare with respect to governing factors or criterion for evaluation.

(5) Decision. Translate selected COA into concise statement of what the force, as a whole, is to do and explain, as may be appropriate, the following elements: when, where, how, and why.

PURPOSE: Service components addressed in the evaluation request message prepare and provide input that relates their analysis of CINC's proposed Courses of Action (COA), or to other analyses of the situation that the CINC may require.

1. Determine evaluation requirements

- a. Conduct mission analysis
- b. Evaluate CINC's tentative or proposed COA(s)
- c. Propose COA(s) for CINC's consideration
- d. Submit force and support requirements

2. Determine known facts

- a. Personnel readiness of available forces -- Personnel Officer
- b. Intelligence-related facts -- Intelligence Officer
 - (1) Characteristics of operational area -- e.g., terrain, infrastructure, hydrography, demographics, METOC, etc.
 - (2) Threats -- e.g. weather, disease, flooding, crime, internal unrest, etc.
 - (3) Status of friendly intelligence support
- c. Operational facts -- Operations/Plans Officers
 - (1) CINC's mission, intent, concept
 - (2) Proposed missions/tasks to components
 - (3) Command relationships in CINC's concept
 - (4) Forces available, readiness status/current JTF task organization
 - (5) Other forces available/organizations -- multinational
 - (6) Recipient Nation/HN, friendly/foreign government political situation
 - (7) Time available
- d. Logistics-related facts -- Logistics Officer
 - (1) Logistic readiness of available forces
 - (2) Logistic impact of available infrastructure in operational area
 - (3) Acquisition plan for extraordinary material and services
 - (4) Apportioned strategic lift and aerial refueling
- e. Communications and computer-related facts -- Communications-Electronics (C-E) Officer
 - (1) Topography in operational area
 - (2) Available communications resources
 - (3) Communications readiness of available forces

3. Develop assumptions to replace missing or unknown facts

- a. Personnel-related assumptions -- Personnel Officer
 - (1) Personnel readiness at probable execution
 - (2) Replacement requirements/flow
 - (3) Medical evacuation support requirements/capability
 - (4) Health services support requirements/capability
- b. Intelligence-related assumptions -- Intelligence Officer
 - (1) Effects of characteristics of operational area
 - (2) Probable COAs of threats and their vulnerabilities
- c. Operationally-related assumptions -- Operations/Plans Officers
 - (1) Status of forces at probable execution
 - (2) Probability of success after force ratio analysis
 - (3) Available time
- d. Logistics-related assumptions -- Logistics Officer
 - (1) Logistic status of forces at probable execution
 - (2) Logistic impact of characteristics of operational area
 - (3) Acquisition plan for extraordinary material and services

- e. Communications/computer-related assumptions -- C-E Officer
 - (1) Communications status at probable execution
 - (2) National/theater level communications support

4. Analyze higher mission and intent

- a. Understand purpose (Why) of mission assigned to CINC, proposed mission/tasks to components
- b. Understand intent (What) of CINC's mission
 - (1) Tasks assigned to CINC
 - (2) Required results
 - (3) Actions required to achieve results
 - (4) Location of required results
 - (5) Timing of required results
 - (6) Limitations on freedom of action
- c. Understand guidance on risk, if any.
- d. Understand desired end state

5. Develop evaluation response, as directed in CINC's Evaluation Request Message

- a. Use Operational Report -1 (OPREP-1) format as described in JP 1-03.8, "JRS Situation Monitoring
- b. Review mission and situation
- c. Analyze and compare CINC's tentative/proposed COA(s)
- d. Recommend COA, concept of operations, command relationships
- e. Identify force and support requirements

APPENDIX A

Selected Examples of Measures of Effectiveness (MOE)

1. The MNFC/CCTF should develop MOE to serve as tools in determining the degree to which the FHA force meets mission objectives. MOEs should be developed for quantitative or qualitative standards as a means to evaluate operations and guide decision-making. Accurate and effective MOE contribute to mission effectiveness in many ways. There is no single all-encompassing checklist for MOEs for FHA operations. MOEs will vary according to the mission. Planners should ensure that MOEs possess the following characteristics:
 - a. Appropriate. MOEs should correlate to the audience objectives.
 - b. Mission-related. MOEs must reflect the commander's desired end state and the specific military objectives to reach that end state.
 - c. Measurable. Quantitative MOEs reflect reality more accurately than non-quantitative MOEs, and hence, are generally the measure of choice when the situation permits their use.
 - d. Numerically Reasonable. MOEs should be limited to the minimum required to effectively portray the relief environment.
 - e. Universally Understood and Accepted. MOEs should be clear and consensus based among the various government agencies, HN, and others to ensure that all concerned focus on efforts desired as well as the criteria for transition and termination of the military role.
 - f. Useful. MOEs should detect situation changes quickly enough to enable the commander to immediately and effectively respond.

2. Possible MOEs in FHA operations could include:
 - a. Drops in mortality rates in the affected population, below a specified level per day.
 - b. Increase in water available to each disaster victim per day to various levels established for human consumption, to support sanitation measures, and for livestock consumption.
 - c. Decreases in population of displaced persons in camps to a level sustainable by the affected country or HN military organizations.
 - d. Decrease in incidence of disease to an acceptable or manageable level.
 - e. An increase in the presence and capabilities of NGOs, PVOs, and IOs.
 - f. When the capabilities of the MNF/CTF are no longer unique to the overall humanitarian effort.

When disaster victims are no longer in immediate jeopardy. The goal is not to improve their standard of living above their level before the disaster, but to a level that allows victims to return to their previous life style.

APPENDIX B

Examples of Governing Factors

- Which is most decisive?
- Which allows the greatest flexibility in selecting time and place of action?
- Which offers the best logistics/sustainability?
- Which has the most effect on the threats/threat center of gravity?
- Which allows accomplishment of the mission in the shortest time?
- Which offers the least risk
- Ask of MNF/CTF personnel loss of life or injury?
- Which has the greatest impact?
- Which best facilitates rapid transition of military operations to host nation/civil authorities?
- Which offers the most favorable use of military forces?
- Which best capitalizes on the Principles of Military Operations Other Than War (MOOTW)?
(List each)
- Which offers the best hope of improving life for the people of the affected country?

APPENDIX C

GLOSSARY OF ACRONYMS

AFFOR	Air Force Forces
ALCON	All Concerned
ARFOR	Army Forces
AO	Area of Operation
C-DAY	Day When Deployment Operations Begin
C-E	Communications-Electronics
C2	Command and Control
C2W	Command and Control Warfare
CA	Civil Affairs
CCIR	Commander's Critical Information Requirements
CCTF	Commander of the Combined (or Coalition) Task Force
CIC	Combined (or Coalition) Intelligence Center
CINC	Commander in Chief
CLRC	Combined Logistics Readiness Center
COA	Course of Action
COG	Center of Gravity
CONPLAN	Concept Plan
CPG	Combined (or Coalition) Planning Group
CSS	Combat Service Support
CTF	Combined (or Coalition) Task Force
D-DAY	The Day an Operation Begins Execution
DIRLAUTH	Direct Liaison Authorized
DR	Disaster Relief
FAD	Force Activity Designator
FHA	Foreign Humanitarian Assistance
H-HOUR	Specific Hour on D-Day an Operation Begins
HA	Humanitarian Assistance
HA/DR	Humanitarian Assistance/Disaster Relief
HN	Host Nation
IAW	In Accordance With
IO	International Organization
IPB	Intelligence Preparation of the Battlefield/Battlespace
J-1	Manpower and Personnel Directorate of a Joint Staff
J-2	Intelligence Directorate of a Joint Staff
J-3	Operations Directorate of a Joint Staff
J-4	Logistics Directorate of a Joint Staff
J-5	Plans Directorate of a Joint Staff
J-6	Command, Control, Communications, and Computer Systems Directorate of a Joint Staff
J-7	Operational Plans and Interoperability Directorate of a Joint Staff
J-8	Force Structure, Resource and Assessment Directorate of a Joint Staff
JFACC	Joint Forces Air Component Commander
JMC	Joint Movement Center
JOA	Joint Operations Area
JP	Joint Publication (U.S. Military Reference Document)
JPG	Joint Planning Group

JSOTF Joint Special Operations Task Force
JTB Joint Transportation Board
L-HOUR Launch Hour – Deployment Operations Commence
LRC Logistics Readiness Center
M-DAY Day Which Mobilization Begins
MARFOR Marine Forces
METOC Meteorological and Oceanographic Conditions
MNF Multinational Force
MNFC Multinational Force Commander
MOE Measures of Effectiveness
MOOTW Military Operations Other Than War
NAVFOR Navy Forces
NGO Non-Governmental Organization
NLT Not Later Than
OPCON Operational Control
OPLAN Operation Plan
OPREP Operational Report
PA Public Affairs
PSYOP Psychological Operations
PVO Private Volunteer Organization
ROE Rules of Engagement
TACON Tactical Control
TPFDD Time-Phased Force and Deployment Data (Movement Plan)
UN United Nations

