

Operational Art & Design (J300)

Joint Operations Planning Process (JOPP) Detailed Planning

1. Planning Initiation
2. Mission Analysis
3. COA Development
4. COA Analysis and War gaming
5. COA Comparison
6. COA Approval
7. Plan or Order Development

What Is A Campaign? What Is A Major Operation? Must remember

- **Campaign:** is a series of related military operations aimed at accomplishing strategic or operational objectives within a given time and space... [Campaigns] exceed the scope of a single major operation. (more than one military operations)
- **Major Operation:** is a series of tactical actions conducted by combat forces of a single or several services, coordinated in time and space, to achieve strategic or operational objectives in an operational area. These actions are conducted simultaneously or sequentially in accordance with a common plan and are controlled by a single commander. JP 1-02

Operational Art

- **Operational art** is the application of creative imagination by commanders and staffs – supported by their skill, knowledge, and experience –to design strategies, campaigns, and major operations and organize and employ forces... **Operational art provides the vision that links tactical action to strategic objectives.**

Thinking ‘outside the box’ to do the following:

- How do I apply “creative imagination” or help my commander apply Operational Art?
- What methods, tools or techniques are available?

Operational Approach

- Broad actions the joint force will take that move the current system to the desired system
- Typically a combination of lines of operations and lines of effort

Developing the Operational Approach Methodology

- Understand the **strategic direction**
 - The President, SecDef, CJCS, and CCDRs all promulgate strategic guidance
 - Guidance provides long-term as well as intermediate or ancillary objectives
 - Defines what constitutes “victory” or success (**ends**), allocate adequate forces and resources (**means**) to achieve strategic objectives, and the operational approach (**ways**) of employing military capabilities to achieve the ends
- Understand the **operational environment**
 - The commander must be able to describe both the current state of the operational environment and how the operational environment should look when operations conclude (desired end state) to visualize an approach to solving the problem.
- Define the **problem**
- The answers to these three questions support the development of an **operational approach**

Developing Commander’s Planning Guidance

- Describe the operational environment
- Define the problem to be solved
- Describe the operational approach
- Provide the commander’s initial intent
 - Purpose
 - End state
 - Operational risk

Elements of Operational Design (must know these terms)

Operational design employs various *elements* to develop and refine the commander's operational approach. These conceptual tools help commanders and their staffs think through the challenges of understanding the operational environment, defining the problem, and developing this approach, which guides planning and shapes the CONOPS

- **Termination-** the starting point, The specified standards approved by the President and or the Secretary of Defense that must be met before a joint operations can be concluded. Developed first among the elements of operational design as they enable the development of the military end state and objectives
- **Military end state-** This end state is the set of required conditions that defines achievement of all military objectives. It normally represents a point in time and/or circumstances beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.
- **Objectives-** are clearly defined, decisive, and attainable goals toward which every military operation should be directed. Objectives must dominate planning at every juncture.
- **Effects-** is a physical and/or behavioral state of a system that results from an action, a set of actions, or another effect. A desired effect can also be thought of as a condition that can support achieving an associated objective, while an undesired effect is a condition that can inhibit progress toward an objective.
- **Center of Gravity (CoG)-** is a source of moral or physical strength, power and resistance
 - ✓ **Critical Capability:** 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).
 - ✓ **Critical Requirement:** An essential condition, resource, and means for critical capability to be fully operational.

- ✓ **Critical Vulnerability:** An aspect of a critical requirement, which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects
- **Direct and Indirect approach-** The approach is the manner in which a commander contends with a COG.
 - **Direct approach** attacks the enemy's COG or principal strength by applying combat power directly against it. However, COGs are generally well protected and not vulnerable to a direct approach. Thus, commanders usually choose an indirect approach.
 - **Indirect approach** attacks the enemy's COG by applying combat power against a series of decisive points that lead to the defeat of the COG while avoiding enemy strength.
- **Decisive points-** a geographic place, specific key event, critical factor, or function that, when acted upon, allows a commander to gain a marked advantage over an adversary or contributes materially to achieving success (e.g., creating a desired effect, achieving an objective). Decisive Points are not CoGs, they are the keys to attacking or protecting them.
- **Lines of Operation (LOO)/Lines of Effort (LOE)-**
 - **(LOO)-**defines the interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective(s). LOOs describe and connect a series of decisive actions that lead to Control of a geographic or force-oriented **objective**.
 - **(LOE)-** links multiple tasks and missions using the logic of purpose—cause and effect—to focus efforts toward establishing operational and strategic **conditions**.
- **Defeat Mechanisms: (DDDI)** primarily apply in combat operations against an active enemy force
 - **Destroy:** eliminate adversary capabilities
 - **Dislocate:** compel adversary to expose forces
 - **Disintegrate:** exploit effects of destroy/dislocate
 - **Isolate:** limit adversary ability to influence events
- **Stability Mechanisms: (CCIS)** is the primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace.
 - **Compel:** maintain/use force for compliance

- **Control:** establish effective & enduring security
 - **Influence:** behavioral change through nonlethal means
 - **Support:** set successful conditions for other instruments of national power
- **Anticipation-** is key to effective planning. JFCs must consider what might happen and look for the signs that may bring the possible event to pass.
 - **Operational reach-** is the distance and duration across which a joint force can successfully employ military capabilities.
 - **Culmination-** is that point in time and/or space at which the operation can no longer maintain momentum
 - **Arranging operations:** often will be a combination of simultaneous and sequential operations to reach the end state conditions with the least cost in personnel and other resources
 - **Factors**
 - Simultaneity: application of military/nonmilitary power; concurrent actions (ST/OP/TA)
 - Depth: overwhelm adversary (time and geography)
 - Timing: exploit friendly capabilities
 - Tempo: set the pace of operations to frustrate or overwhelm adversary
 - **Tools**
 - Phases: manageable parts
 - Branches: range of options
 - Sequels: subsequent plans based on outcomes
 - Operational Pause: avoids culmination

Phase 0- Shape

Phase 1- Deter

Phase 2- Seize initiative

Phase 3- Dominate

Phase 4- Stabilization

Phase 5- Enable Civil Authority

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

Assessment

- **Assessment** -the continuous monitoring and evaluation of the current situation and progress of a joint operation toward mission accomplishment.
 - **Measure of Effectiveness (MOE)** -criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, an objective, or the creation of an effect. It measures the relevance of actions being performed.
 - **Measure of Performance (MOP)** -a criterion used to assess friendly actions that is tied to measuring task accomplishment.

Operational environment (PMESII)

1. Political
2. Military
3. Economic
4. Social
5. Information
6. Infrastructure