

# Joint Planning Process

## Effects Based Approach to Planning (EBAP): The “Convergent” Planning Method

Seminar 11  
Joint Forces Staff College  
Class 06-2

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# Joint Planning

The Joint Operation Planning Process Has Not Changed To Take Full Advantage Of An Effects-Based Approach

A New Operation Planning Process Methodology Should Be Explored To Take Full Advantage Of An Effects-Based Approach To Planning (EBAP)

# Background

- Military Planning
  - *Security Cooperation Planning*
  - *Joint Operation Planning*
  - *Force planning*
- Joint Operation Planning Steps
  - *Initiation*
  - *Mission Analysis\**
  - *Course of Action (COA) Development\*, Analysis, Comparison, Approval*
  - *Plan or Order Development*

\*Primary Effects-Based Inject Points

# Definitions

- Objectives – Prescribe Friendly Goals
  - “*what do we want to happen?*”
- Effects – Describe Battlespace Behavior
  - “*what will it look like when the objective has been achieved?*”
- Tasks – Direct Friendly Action
  - “*what do I (or others) have to do to achieve the desired effect?*”

# Effects - Rationale

- Why insert “Effects” Between “Objectives” and “Tasks”?
  - *Verbalizing the Effects Separate from Tasks Enables Non-Military or Joint Solutions (Tasks) to get the Desired Effect.*
  - *Visualizing the Effect (“What Will It Look Like?”) Helps to Shape the Tasks Required, and Acts as Both an Enabler and a Constraint.*

# Planning Process Objective

- Plan To The End State Given An Objective
  - *Enables Favorable Conditions in Phase V*
  - *Limits Unintended/Unfavorable Consequences/Effects in Phases IV and V*
- Consider Interagency Issues/Goals Up-Front

# Study Methodology

1. List Theater Strategic & Operational Objectives (Strategic End-State – Phase V)
  - *Establish/Restore Stability in the Region*
  - *Protect/Re-Establish Borders*
  - *Promote/Rebuild Self-Defense Capability*
  - *Protect/Rebuild Utilities/Infrastructure and Main Source of National Income*
  - *Support/Create an Environment Intolerant of Insurgents/Terrorists*
  - *Limit/Reduce WMD Capability*

# Study Methodology

## 2. Develop Phase V Effects For Each Objective

– *Objective: Promote Self-Defense Capability*

- Effect: Military Defense Forces Rebuilt
- Effect: Regional Alliances Renegotiated



# Study Methodology

## 3. Develop Objectives For Previous Phases (Backwards) Using the *Phase Objective Worksheet*

<i>Phase Objective Worksheet</i>		
<i>Phase</i>	<i>Action</i>	<i>Issue*</i>
V	Limit	WMD Capability
IV	Limit	WMD Capability
III	Eliminate Critical Elements of	WMD Capability
II	Analyze Critical Elements of	WMD capability
I	Identify and Assess Critical Elements of	WMD capability
0	Limit	WMD Capability

*\*Based on Theater Strategic Objectives*

# Study Methodology

## 4. Develop Effects For Each Objective For Each Phase, IV Through 0. *Examples:*

- *Phase IV Objective: Reconstitute Self-Defense Capability*
  - Effect: Lost Materials Replaced
  - Effect: Training Programs Initiated
- *Phase III Objective: Reinforce Self-Defense Forces*
  - Effect: Battle-Damaged Units Relieved
- *Phase II Objective: Demonstrate Military Resolve to Defend Against Attack*
  - Effect: Forces Deployed to Strategic Choke Points
  - Effect: Heightened State of Alert
- *Etc.*

# Study Methodology

## 5. Develop Tasks For Each Effect For Each Phase, V Through 0. *Examples:*

- *Phase V Objective: Promote Self-Defense Capability*
  - Effect: Military Forces Rebuilt
    - *Task: Train (Mil-to-Mil Training, Officer Training)*
    - *Task: Equip (Restock, Foreign Military Sales)*
    - *Task: Maintain Command and Control Structure*
    - *Task: Redeploy Coalition Forces*
- *Phase IV Objective: Reconstitute Self-Defense capability*
  - Effect: Lost Materials Replaced
    - *Task: Restock War Reserve Munitions*
    - *Task: Recapitalize Military Equipment*
    - *Task: Initiate Foreign Military Sales Program*
- *Etc.*

# Payoff

- A Strategic Focus on the End State that Leverages All Aspects of National Power Up-Front
  - *Immediate Interagency Participation*
  - *Earlier MIDLIFE Considerations (Military, Intelligence, Diplomatic, Law Enforcement, Information, Finance, and Economic elements)*
- A More Holistic and Complete COA
  - *Forces the Planning Team to Consider Desired Effects for Later Phases Prior to Specifying Tasks in Earlier Phases*
  - *An Improved Commanders Intent Statement*
  - *Effects Can Be Easily Monitored and Adjusted After Execution*

# Recommendation

- Study Results Should Form The Basis For Further Concept Development Through A Campaign Of Experimentation (OPR: JFCOM J9)

*“Doesn’t Dismiss the Art but Shapes the Science”*

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