

Appendix H

Operational Tasks

GENERAL

H-1. This appendix defines the role and responsibilities of the JFLCC by providing a menu of capabilities with associated conditions and standards that may be selected by the JFC to accomplish the mission. These tasks, derived from the UJTL, describe in broad terms the capabilities of our Armed Forces. The tasks described provide a common language (method) for stating capabilities required in the execution of joint/multinational operations.

SCOPE

H-2. The following three categories characterize the scope and level of JFLCC's involvement in performance of stated tasks, subordinate tasks, and enabling tasks generally at the operational level of war necessary for the land force to support/conduct campaigns and major operations.

- **Responsibility.** The JFLCC is actively and directly engaged in commanding, controlling, and directing the land force in accomplishment of tasks, subordinate tasks, and enabling tasks so designated.
- **Influences.** The JFLCC provides broad guidance sufficient to assure integration, synchronization, and full synergy of the efforts of each land force MSC, in the context of the overall ground operation, toward accomplishment of the tasks, subordinate tasks, and enabling tasks so designated. The JFLCC then monitors progress in execution of these, providing additional guidance only as required.
- **Interest.** The JFLCC requires some level of awareness and/or status on accomplishment of tasks, subordinate tasks, and enabling tasks so designated in order to effectively C² the ground forces but provides guidance only on an exception basis.

CORE TASKS/FUNCTIONS

H-1. The following is from a land force perspective. US land forces routinely have an organic aviation combat element whose operations are an integral and critical aspect of the land force's operations.

OP.1 OPERATIONAL MANEUVER AND MOVEMENT (JFLCC RESPONSIBILITY)

H-2. This is the disposition of joint and/or multinational land forces, conventional forces, and SOF to create a decisive impact on the conduct of a campaign or major operations by either securing the operational advantages of position before battle is joined or exploiting tactical success to achieve operational or strategic results. This activity includes moving or deploying land forces for operational advantage within a theater (or area) of operations and conducting maneuver to operational depths (for offensive or defensive purposes). It also includes enhancing the mobility of friendly forces, degrading the mobility of enemy forces, and controlling a land, sea, and air or space area for operational advantage. Movement and maneuver can be on the land, under the sea, or in the air. Operational formations are actually composed of groupings of tactical forces moving to achieve operational or strategic objectives.

OP.1.1 CONDUCT OPERATIONAL MOVEMENT (JFLCC RESPONSIBILITY)

H-3. This is the regrouping, deploying, shifting, or moving of joint/multinational formations within a theater (or area) of operations from less threatening or less promising areas to more decisive positions elsewhere (that is, the friendly position obtained relative to the enemy) by any means (joint, allied, host nation, or third country) or mode (air, land, or sea).

OP.1.1.1 FORMULATE REQUEST FOR STRATEGIC DEPLOYMENT OF JOINT/COMBINED FORCES TO THEATER OF OPERATIONS (JFLCC INFLUENCES)

H-4. The JFLCC recommends the land force operational plan. If this plan is approved by the JFLCC, then the JFLCC's recommendations should influence the timing, sequence priority, and arrival location for land forces deploying into theater.

**OP.1.1.2 CONDUCT INTRATHEATER OF OPERATIONS
DEPLOYMENT OF FORCES
(E.G., DEPLOYMENTS WITHIN THE THEATER
[OR AREA] OF OPERATIONS) (JFLCC INFLUENCES)**

H-5. The JFLCC recommends the land force plan. If this plan is approved, then the JFLCC's recommendations should influence the intratheater movement of forces in terms of allocating land, air, and, to some extent, maritime movement assets.

**OP.1.2 CONDUCT OPERATIONAL MANEUVER
(JFLCC RESPONSIBILITY)**

H-6. This is the deployment of joint, multinational, operational, conventional, and SOF forces to and from battle formations and to extend forces to operational depths to achieve a position of advantage over the enemy for accomplishing operational or strategic objectives.

**OP.1.2.1 TRANSITION TO AND FROM
TACTICAL BATTLE FORMATIONS
(JFLCC INFLUENCES)**

H-7. The land force plan should indicate disposition of operational forces in terms of width and depth (land force battlefield geometry) to increase tactical readiness in conformance to the operational commander's campaign or major OPLAN and intent. JFLCC provides sufficient direction to ensure coordination of all land force activity, without meddling or overcontrol.

**OP.1.2.2 POSTURE FORCES FOR
OPERATIONAL FORMATIONS
(JFLCC RESPONSIBILITY)**

H-8. The land force plan should group forces and means into operational formations for the conduct of major operations and campaigns. Operational formations (e.g., echelons of combined arms organizations, like a MEF with Army maneuver and combat support, and combat service support forces) must support the commander's concept and provide for effective use of all forces, a capability for maneuvering and increasing the strength and means during the operation, a rapid transition from one type of operation to another without the loss of momentum or effectiveness, the conduct of continuous operations, and for protection of the force.

**OP.1.2.3 CONDUCT OPERATIONS IN DEPTH
(JFLCC RESPONSIBILITY)**

H-9. The JFLCC designs offensive and/or defensive land operations to operational depths to achieve a position of advantage (shapes the battlefield) for the defeat or neutralization of enemy operational forces. This may include amphibious, air, and space forces.

**OP.1.3 PROVIDE OPERATIONAL MOBILITY
(JFLCC INFLUENCES)**

H-10. Operational mobility facilitates the movement of joint and multinational operational formations in campaign or major operations without delays due to operationally significant terrain or obstacles.

**OP.1.3.1 OVERCOME OPERATIONALLY SIGNIFICANT
OBSTACLES (JFLCC INFLUENCES)**

H-11. To preserve freedom of movement by counteracting the effects of natural (existing/mountain ranges, depressions, sabkhas, major rivers, river deltas, marshlands, urban terrain, thick forests, etc.) and operationally significant obstacles (reinforcing/minefields, ditches, and other barriers), the JFLCC would assess then direct appropriate allocation of engineer mobility assets.

**OP.1.3.2 ENHANCE MOVEMENT
OF OPERATIONAL FORCES
(JFLCC RESPONSIBILITY)**

H-12. To prepare or improve facilities (e.g., airfields, landing zones, sea/river ports, transmodal transload areas) and routes (e.g., roads, railroads, canals, rivers) of travel for moving operational forces. This should also involve the JFLCC communicating expectations as far as the future use of these facilities. If future offensive operations rely on the use of the enemy's railway system, then the JFLCC provides guidance on what needs to be preserved for future use yet still denying the present use to the enemy.

**OP.1.4 PROVIDE OPERATIONAL COUNTERMOBILITY
(JFLCC INFLUENCES)**

H-13. To delay, channel, or stop offensive air, land, and sea movement by enemy operational formations to help create positional advantage for friendly



joint and multinational operational forces and expose enemy COGs or high payoff targets to destruction.

**OP.1.4.1 SELECT LOCATION FOR
OPERATIONAL OBSTACLES
(JFLCC RESPONSIBILITY)**

H-14. Identify air, land, and sea sites for reinforcing or constructing obstacles to take maximum advantage of existing obstacles to form a system of obstacles (normally on a large scale) for operational effect, while providing flexibility of friendly movement and increasing the variety of obstacles the enemy must encounter (this would be integrated with the overall operational design). This implies that once the land force plan is developed, appropriate guidance in the form of designating obstacle zones and obstacle-free/restricted zones should be indicated (if appropriate) to ensure that subordinate tactical obstacle employment does not interfere with current or planned land force maneuver. (For example, the battle of Kursk involved an integrated defense by multiple corps and armies. This was accomplished not by simply coordinating the obstacle plans of subordinate formations but through operational design.)

**OP.1.4.2 EMPLACE OPERATIONAL SYSTEMS
OF OBSTACLES
(JFLCC INFLUENCES)**

H-15. Develop existing obstacle and reinforce terrain with countermobility means (e.g., minefields, demolition).

**OP.1.5 CONTROL OPERATIONALLY
SIGNIFICANT AREA
(JFLCC RESPONSIBILITY)**

H-16. The JFLCC should develop plans that dominate or control the physical environment whose possession provides either side an operational advantage, thus denying it to the enemy by either occupying the operationally key area or limiting enemy use or access to the environment or area. For an environment or area to be operationally key, its dominance or control must achieve operational or strategic results or deny same to the enemy. In MOOTW, control of operationally significant areas also pertains to assisting a friendly country in populace and resource control.

**OP.2 OPERATIONAL FIREPOWER
(JFLCC RESPONSIBILITY)**

H-17. The JFLCC's targeting guidance and recommendations concerning the application of operational fires through all available means and systems in support of land force operations will be a significant input in the effort to develop an integrated multi-dimensional/multi-medium attack of the enemy's COGs and shaping of the battlefield. The JFLCC is concerned with the application of firepower and nonlethal means to achieve a decisive operational impact (may be decisive in itself or may contribute to decisive results in synchronization with other operational means). Operational firepower (e.g., all types of ordnance, bombs, rockets, missiles, artillery) is by its nature primarily a joint/multinational activity or task.

**OP.2.1 PROCESS OPERATIONAL TARGETS
(JFLCC INFLUENCES)**

H-18. The JFLCC should provide targeting guidance which aids in positively identifying and selecting land targets of major/decisive impact and match appropriate joint and multinational operational firepower. This is based on operational design and intended impact which influences the type of target to be attacked and the efforts of intelligence forces to produce these targets. The term target is used in its broadest sense to include targets of all types including targets in MOOTW, such as a target audience of psychological operations (PSYOP) in a counterinsurgency situation.

**OP.2.1.1 SELECT OPERATIONAL
TARGETS FOR ATTACK
(JFLCC INFLUENCES)**

H-19. Evaluate each operational target to determine if and when it should be attacked for optimum effect on enemy COGs and operational commander's intent.

**OP.2.1.2 ALLOCATE JOINT/MULTINATIONAL
OPERATIONAL FIRES RESOURCES
(JFLCC RESPONSIBILITY)**

H-20. Apportion operational firepower resources for the priority employment of joint and multinational firepower systems on operational targets according to the commander's plans and intent. Basically, the JFLCC focuses and

prioritizes the land component targeting effort and allocates the limited land component deep fires assets.

**OP.2.2 ATTACK OPERATIONAL TARGETS
(JFLCC RESPONSIBILITY)**

H-21. To enter into conflict with the enemy to destroy operational level targets (target sets) (targets which have operational impact) and to shape and control the tempo of campaigns using all available joint and multinational operational firepower assets (including naval, air, space, ground, long-range cannon, rockets and missile, SOF, conventional and special munitions, and PSYOP) against land targets having operational significance.

**OP.2.2.1 CONDUCT LETHAL ATTACK FOR
OPERATIONAL TARGETS
(JFLCC INFLUENCES)**

H-22. Engages operational land targets with available joint and multinational firepower delivery systems. To delay, disrupt, destroy, or degrade enemy operational forces in critical tasks and facilities (e.g., command, control, communications, and intelligence targets).

**OP.2.2.1.1 CONDUCT ATTACK WITH
SURFACE/SUBSURFACE-BASED
OPERATIONAL FIREPOWER
(JFLCC INFLUENCES)**

H-23. Employ surface and subsurface land- and sea-based joint and multinational operational fire to destroy, suppress, or neutralize enemy operational forces, fortifications, and critical tasks and facilities.

**OP.2.2.1.2 CONDUCT ATTACK WITH
AEROSPACE OPERATIONAL FIREPOWER
(JFLCC INFLUENCES)**

H-24. To engage joint/multinational air and/or space forces (including helicopters, unmanned aerial vehicle, space vehicles) operational fires to destroy, suppress, or neutralize enemy operational targets.

**OP.2.2.2 CONDUCT NONLETHAL
ATTACK ON OPERATIONAL TARGETS
(JFLCC INFLUENCES)**

H-25. Engages operational land targets with joint and multinational means designed to destroy, impair, disrupt, or delay the performance of enemy operational forces, tasks, and facilities. The means include PSYOP, SOF, EW (jamming), and other command and control warfare (C²W). PSYOP propaganda and action are aimed at making the enemy believe he cannot win causing him to withdraw. PSYOP consolidation activities are planned activities in peacetime, MOOTW, and war directed at the civilian population located in areas under friendly control in order to achieve desired behavior which supports the military objectives and operational freedom of the supported commander. PSYOP activities support theater military strategic objectives and campaign or major operations objectives.

**OP.2.2.2.1 DESTROY OR REDUCE ENEMY
OPERATIONAL FORCE EFFECTIVENESS
(JFLCC RESPONSIBILITY)**

H-26. To create delays in enemy operational movement to disrupt enemy C², to degrade human and equipment performance, and to affect enemy force's will to fight. Means include PSYOP.

**OP.2.2.2.2 DESTROY OR REDUCE ENEMY
CRITICAL FACILITIES EFFECTIVENESS
(JFLCC INFLUENCES)**

H-27. To use SOF and nonlethal chemical and EW with the object of degrading, disrupting, or temporarily impairing critical tasks or facilities.

**OP.2.3 INTEGRATE OPERATIONAL FIREPOWER
(JFLCC RESPONSIBILITY)**

H-28. To integrate operational firepower on single or multiple operational targets at the decisive time and place. Thus focusing and synchronizing the effort producing full synergy and maximum operational impact. This integration uses lethal and nonlethal attacks that include friendly C²W and EW measures and minimizing their effect on friendly forces, neutrals, and noncombatants.

**OP.3 OPERATIONAL PROTECTION
(JFLCC INFLUENCES)**

H-29. The conservation of the fighting potential of a force so that it can be applied at the decisive time and place. The activity includes actions taken to counter enemy's firepower and maneuver by making service members, systems, and operational formations difficult to locate, strike, and destroy. Operational protection includes protecting joint and multinational land, sea, and aerospace forces; bases; and lines of communication (LOC) from enemy operational maneuver and concentrated enemy air, sea, and ground attack, natural occurrences, and terrorist attack. This task also pertains to protection of operational level forces, systems, and civil infrastructure of friendly nations and groups in MOOTW.

**OP.3.1 PROVIDE OPERATIONAL
AEROSPACE DEFENSE
(JFLCC INFLUENCES)**

H-30. The protection of operational forces from air attack (including attack from or through space) through both direct defense and destruction of the enemy's air attack capacity in the air is performed in conjunction with (ICW) the AADC. This task includes such measures as use of aircraft (includes helicopters), interceptor missiles, air defense artillery, weapons not used primarily in an air defense role, and electronic countermeasures.

**OP.3.1.1 PROCESS OPERATIONAL
AEROSPACE TARGETS
(JFLCC INTEREST)**

H-31. To select offensive air threats to the operational environment and attach appropriate response to ensure freedom of action for campaigns, major operations, and protection of key assets.

**OP.3.1.1.1 ALLOCATE TARGETS FOR ATTACK
(JFLCC INTEREST)**

H-32. To designate specific targets to operational air defense units (land, sea, and air [includes space]) for interception or engagement.

**OP.3.1.1.2 INTEGRATE JOINT/COMBINED
OPERATIONAL AEROSPACE DEFENSE
(JFLCC INFLUENCES)**

H-33. To achieve a balanced mix of all available joint and multinational operational air defense forces (aircraft, missiles, air defense artillery) of air, land, and naval components. This task is performed ICW the AADC.

**OP.3.1.2 PROVIDE AEROSPACE CONTROL
(JFLCC INFLUENCE)**

H-34. To provide safe, efficient, and flexible use of airspace (includes space).

**OP.3.1.2.1 EMPLOY POSITIVE
CONTROL MEASURES
(JFLCC INFLUENCES)**

H-35. To establish direct controls that minimize mutual interference between operational air defense and other operations. This task is performed ICW the AADC.

**OP.3.1.2.2 EMPLOY PROCEDURAL
CONTROL MEASURES
(JFLCC INTEREST)**

H-36. To establish readily identifiable electronic, visual, or other means of identification critical to survival of friendly aircraft in the event positive control fails.

**OP.3.1.3 ATTACK ENEMY
AEROSPACE TARGETS
(JFLCC INTEREST)**

H-37. To intercept, engage, destroy, or neutralize enemy operational air formations (includes aircraft, missiles, and space vehicles) in flight using all available air defense capabilities of all friendly forces to achieve operational results. This task is performed ICW the AADC.

**OP.3.1.3.1 CONDUCT LETHAL ATTACK
ON OPERATIONAL AEROSPACE TARGETS
(JFLCC INTEREST)**

H-38. To employ air-to-air (includes space systems and armed helicopters), surface-to-air, and subsurface-to-air joint and multinational operational forces as early and as far forward as possible to protect friendly operational air, land, and sea forces by attacking enemy air defense targets in support of campaign plans, major operations, and forces in the COMMZ and operationally significant facilities in the combat zone. This task is performed ICW the AADC.

**OP.3.1.3.2 CONDUCT NONLETHAL ATTACK
ON OPERATIONAL AEROSPACE TARGETS
(JFLCC INTEREST)**

H-39. To employ supplementary means such as mass jamming and electronic support measures to deny, disrupt, and degrade enemy air attack sensors, guidance systems, and C² systems.

**OP.3.2 PROVIDE PROTECTION
OF OPERATIONAL FORCES AND MEANS
(JFLCC INFLUENCES)**

H-40. To safeguard friendly COGs and operational forces potential by reducing or avoiding the effects of enemy operational level, and unintentional, actions (to include movement and radio electronic combat). In MOOTW, this activity includes protection of governmental and civil infrastructure and populace of the country being supported; this includes AT.

**OP.3.2.1 PREPARE OPERATIONALLY
SIGNIFICANT FORTIFICATIONS
(JFLCC INFLUENCES)**

H-41. To provide protective construction hardening for operational forces and key facilities, (e.g., C², logistics, and rear area positions and fighting positions). This activity provides protection of governmental and civil infrastructure and the populace of the country being supported, including AT measures.

**OP.3.2.2 REMOVE OPERATIONALLY
SIGNIFICANT HAZARDS
(JFLCC INFLUENCE)**

H-42. To eliminate the presence of hazards which could adversely affect execution of the operational commander's plan.

**OP.3.2.2.1 EMPLOY PSYOP IN THEATER
OF OPERATIONS
(JOA COMMANDER/JFLCC INTEREST)**

H-43. To plan and execute operations to convey selected information and indicators to foreign audiences in theaters of operation/JOA to influence their emotions, motives, objective reasoning, and, ultimately, the behavior of foreign governments, organizations, groups, and individuals.

**OP.3.2.3 PROTECT USE
OF THE ELECTROMAGNETIC SPECTRUM
(JFLCC INTEREST)**

H-44. To take actions to ensure friendly effective use of the electromagnetic spectrum despite the enemy's use of EW. This is a division of EW and also called electronic counter-countermeasures.

**OP.3.2.4 PROVIDE POSITIVE IDENTIFICATION
OF FRIENDLY OPERATIONAL FORCES
(JFLCC RESPONSIBILITY)**

H-45. To discretely and positively determine by any means the individuality (friendly and enemy) of operational level forces, objects (such as air, space, land, or sea formations), or of phenomena (e.g., communications-electronic patterns). To distinguish these forces from hostile or unknown forces and means one from the other.

**OP.3.3 EMPLOY OPERATIONS SECURITY
(JFLCC INFLUENCES)**

H-46. To take action to avoid friendly force indicators associated with planning and conducting campaigns and major operations from the enemy (includes terrorists) commander's perspective and thus protect intentions.

**OP.3.3.1 EMPLOY SIGNAL SECURITY
(JFLCC INTEREST)**

H-47. To protect emitters and information transmitted through friendly operational C² electronic systems from enemy exploitation.

**OP.3.3.2 EMPLOY CONCEALMENT TECHNIQUES
(JFLCC INTEREST)**

H-48. To provide protection of operational forces and facilities from enemy observation and surveillance sensors.

**OP.3.3.3 AVOID OPERATIONAL PATTERNS
(JFLCC INFLUENCES)**

H-49. To vary activities and ways of conducting operations to avoid predictable patterns which are vulnerable to enemy interception.

**OP.3.4 CONDUCT DECEPTION
IN SUPPORT OF SUBORDINATE CAMPAIGNS
AND MAJOR OPERATIONS
(JFLCC RESPONSIBILITY)**

H-50. To manipulate enemy operational commander's perceptions and expectations into a false picture of reality that conceals friendly actions and intentions until it is too late for enemy operational forces to react effectively within context of the theater commander's deception plan. Several measures are available to a commander for conducting deception, to include physical, technical, or electronic (imitative, manipulative, and simulative), and administration.

**OP.3.4.1 PROTECT DETAILS
OF CAMPAIGN PLANS AND
MAJOR OPERATIONS
(JFLCC RESPONSIBILITY)**

H-51. To take actions to prevent the enemy from learning the true intent of operational commander's campaign and major operational plans and deception plans. The activity includes limiting, to the last possible moment, the number of people aware of friendly plans; delaying or masking operational movements and preparations; deceiving friendly leaders and personnel where necessary; and other appropriate actions.

**OP.3.4.2 SPREAD MISINFORMATION
REGARDING CONDUCT OF CAMPAIGNS
AND MAJOR OPERATIONS
(JFLCC INFLUENCES)**

H-52. To develop and disseminate the deception plan focused on enemy expectations, preconceptions, and fears concerning friendly intent in order to deceive the enemy operational commander of the true friendly intentions regarding campaigns and major operations. The deception plan will use the entire joint and multinational forces and strategic means, as appropriate, to deceive the enemy.

**OP.3.4.3 ASSESS EFFECT OF OPERATIONAL
DECEPTION PLAN
(JFLCC RESPONSIBILITY)**

H-53. To determine the extent to which the deception story and related actions have had on the plans and actions of the opposing operational commander and his staff.

**OP.3.5 PROVIDE SECURITY FOR OPERATIONAL
FORCES AND MEANS
(JFLCC INFLUENCES)**

H-54. To enhance the freedom of action by identifying and reducing friendly vulnerability to hostile acts, influence, or surprise. This includes measures to protect from surprise, observation, detection, interference, espionage, terrorists, and sabotage. This activity includes actions for protecting and securing flanks and rear area of operational formations and protecting and securing critical installations, facilities, and systems.

**OP.4 OPERATIONAL COMMAND AND CONTROL
(JFLCC RESPONSIBILITY)**

H-55. The exercise of authority and direction by a properly designated commander over assigned and attached operational forces in the accomplishment of the mission. C² activities are performed through arrangement of personnel, equipment, communications, facilities, and procedures employed by an operational commander in planning, directing, coordinating, and controlling forces in conducting campaigns and major operations to accomplish the mission. This operating system is applicable across the range of military operations including MOOTW.

**OP.4.1 ACQUIRE AND COMMUNICATE
OPERATIONAL LEVEL INFORMATION
AND MAINTAIN STATUS
(JFLCC RESPONSIBILITY)**

H-56. To gain and possess information of the theater of operations military objective, enemy operational forces and COGs, friendly operational forces, terrain, and weather (includes characteristics of AO, climate) by or for the operational commander or his staff. To translate that information into usable form and to retain and disseminate it. This activity includes informing and advising the theater-of-war commander and securing an understanding of strategic guidance or an understanding of national and alliance policy, objectives, and strategic aim, other elements of national and multinational power (e.g., political, economic, informational), and theater strategic objectives. At the operational level, this task includes interfacing with friendly and enemy (in occupied territory) civilian government authorities in the operational commander's area of responsibility. This activity includes dissemination of any type information.

**OP.4.1.1 COMMUNICATE
OPERATIONAL INFORMATION
(JFLCC RESPONSIBILITY)**

H-57. To send and receive operationally significant data from one echelon of command to another by any means.

**OP.4.1.2 MANAGE MEANS
OF COMMUNICATING
OPERATIONAL INFORMATION
(JFLCC RESPONSIBILITY)**

H-58. To direct, establish, or control the means used in sending or receiving operational information of any kind and to use communication networks and modes for obtaining or sending operational information. C² systems include systems required for support to other agencies of the US Government, friendly nations, and groups in MOOTW.

**OP.4.1.3 MAINTAIN OPERATIONAL INFORMATION
AND FORCE STATUS
(JFLCC RESPONSIBILITY)**

H-59. To screen, circulate, store, and display operational data in a form suitable for the decision-making process of the operational commander and his staff and for supporting other US governmental agencies, friendly nations, and groups in the region.

**OP.4.1.4 MONITOR STRATEGIC SITUATION
(JFLCC RESPONSIBILITY)**

H-60. To be aware of and to understand national and alliance objective, policies, goals, other elements of national and alliance power (political, economic, informational), political aim, and the theater-of-war commander's strategic concept and intent.

**OP.4.2 ASSESS OPERATIONAL SITUATION
(JFLCC RESPONSIBILITY)**

H-61. To continuously evaluate information received through reports or the personal observations of the commander on the general situation in the theater (or area) of operation and conduct of the campaign or major operation. In particular, this activity includes deciding whether different actions are required from those that would result from the most recent orders issued. This includes evaluating operational requirements in terms of doctrine, training, leader development, organizations, materiel, and concepts.

**OP.4.2.1 REVIEW CURRENT SITUATION
(JFLCC RESPONSIBILITY)**

H-62. To examine on-hand operational information. This includes analyzing the assigned mission (includes assigned strategic military and politico-military objectives) and related tasks in the context of the next higher echelon's campaign plan or OPORD, the strategic aim, and the combining of on-hand with incoming information while separating critical from noncritical information.

**OP.4.2.2 PROJECT FUTURE CAMPAIGNS
OR MAJOR OPERATIONS
(JFLCC RESPONSIBILITY)**

H-63. To see beyond immediate battles and estimate enemy's future actions and to anticipate friendly actions for employment of operational forces after each phase of a current campaign or major operation (sequels), to include consideration of possible local reversals or tactical failures.

**OP.4.2.3 DECIDE ON NEED FOR ACTION
OR CHANGE (JFLCC RESPONSIBILITY)**

H-64. To decide whether actions are required which are different from those which operational forces (or supported friendly governments) have already been directed (or decided) to execute.

**OP.4.3 DETERMINE OPERATIONAL ACTIONS
(JFLCC RESPONSIBILITY)**

H-65. To conduct the process of making detailed staff estimates and decisions for implementing the theater commander's theater strategy and campaign plans, associated sequels, and anticipated campaigns or major operations. This activity includes determining solutions to operational level needs.

**OP.4.3.1 ISSUE PLANNING GUIDANCE
(JFLCC RESPONSIBILITY)**

H-66. To establish guidance for planning tasks to be accomplished by subordinate commands and the operational commander's staff. This includes initial and subsequent planning guidance. Planning guidance would include constraints and restrictions such as ROEs for firepower, maneuver, air defense, and so forth.

**OP.4.3.2 DEVELOP COURSES OF ACTION
(JFLCC RESPONSIBILITY)**

H-67. To anticipate and define multiple, feasible employment options within the framework of the next senior commander's concept.

**OP.4.3.3 ANALYZE COURSES OF ACTION
(JFLCC RESPONSIBILITY)**

H-68. To examine and wargame each COA to determine its advantages and disadvantages. Each friendly COA is wargamed against each enemy COA.

**OP.4.3.4 COMPARE COURSES OF ACTION
(JFLCC RESPONSIBILITY)**

H-69. To analyze the various COAs against each other by either comparing its advantages and disadvantages of each COA previously analyzed or to isolate and compare decisive significant factors that are selected based on each situation.

**OP.4.3.5 SELECT OR MODIFY
COURSES OF ACTION
(JFLCC RESPONSIBILITY)**

H-70. To decide on the COA which offers the best prospect for success. This also includes modifying a COA previously selected and is therefore a continuous process.

**OP.4.3.6 FINALIZE COMMANDER'S CONCEPT
AND INTENT
(JFLCC RESPONSIBILITY)**

H-71. To restate the mission (includes assigned strategic military objectives), develop the CONOPS (operational movement and firepower), give clear statement of commander's initial intent (aim of entire campaign or major operation), and derive subordinates' tasks and objectives. This task pertains to air, land, and sea forces and those of a supported US governmental agency or nation in MOOTW (that is the supported organization's concept and intent). The CONOPS could include: allocation of forces, phasing, means of reinforcing maneuver, firepower, combat air force requirements, priorities by phase, maritime support, use of combat area (and subordinates and supporting commands such as space systems), SOF employment, special weapons employment, and deception. Special types of operations, for example, amphibious, may include other elements. This task could include a restatement of ROEs and other restrictions and constraints.

**OP.4.4 DIRECT AND LEAD SUBORDINATE
OPERATIONAL FORCES
(JFLCC RESPONSIBILITY)**

H-72. To establish command climate which provides direction to subordinates, and supporting commands, such that they understand their mission and military objectives and their contribution to attainment of the commander's concept and intent and assigned strategic military objectives including those of a supported commander. This includes maximum decentralized conduct of campaigns and major operations, either detailed or mission-type plans and orders as time and situation permit, maximum use of concurrent planning and coordination of plans and order with subordinate/higher headquarters, latitude for subordinate innovative risk-taking, and exploitation of opportunities or deliberate contemplative action as the theater and national situation dictate.

**OP.4.4.1 PREPARE CAMPAIGN
OR MAJOR OPERATIONS RELATED PLANS
AND ORDERS
(JFLCC RESPONSIBILITY)**

H-73. To develop a plan or order which executes the concept and intent of the theater-of-war commander's campaign plan or that of a supported commander. Plans include intelligence collection of essential elements of information, logistic plans, ROEs, and so forth.

**OP.4.4.1.1 DEVELOP AND COMPLETE
OPERATIONAL PLANS AND ORDERS
(JFLCC RESPONSIBILITY)**

H-74. To finalize orders or plans prior to approval and issuance.

**OP.4.4.1.2 COORDINATE SERVICE COMPONENT,
THEATER, AND OTHER SUPPORT
(JFLCC INFLUENCES)**

H-75. To coordinate with allies, service component commands, theater commander, and adjacent, subordinate, higher, and supporting organizations to ensure cooperation and mutual support, a consistent effort, and a mutual understanding of the operational commander's priorities, support requirements, concept and intent, and objectives. This task includes coordination with ambassadors, country teams (as appropriate), and leaders of

supported nations and other US agencies throughout the range of operations. This activity includes but is not limited to concept, sustainment support, and supporting component OPLANs. Coordination of air, land, and sea support begins early in the process.

**OP.4.4.1.3 APPROVE PLANS AND ORDERS
(JFLCC RESPONSIBILITY)**

H-76. To obtain the operational commander's approval and the next higher commander's approval of fully rationalized joint/multinational plans and orders prior to issuance.

**OP.4.4.2 ISSUE PLANS AND ORDERS
(JFLCC RESPONSIBILITY)**

H-77. To submit orders, plans, and reports for transmission to subordinate, supporting, or attached units for execution and to adjacent and higher units for coordination. The transmission of orders and plans by any means is part of the activity.

**OP.4.4.3 PROVIDE OPERATIONAL
COMMAND PRESENCE
(JFLCC RESPONSIBILITY)**

H-78. To position the operational commander so as to infuse among subordinates his will and intent or otherwise achieve the operational or strategic objectives of the campaign or operation.

**OP.4.4.4 SYNCHRONIZE OPERATIONS
(JFLCC RESPONSIBILITY)**

H-79. To arrange land, sea, and air operational forces in time, space, and purpose to produce maximum relative combat power at the decisive point. This activity includes the vertical and the horizontal integration of tasks in time and space to maximize combat output. Synchronization is the activity that ensures that all elements of the operational force, including supported agencies' and nations' forces, are efficiently and safely employed to maximize the sum of their effects beyond the sum of their individual capabilities. This includes synchronizing support to the supported commander.

**OP.4.5 EMPLOY
COMMAND AND CONTROL WARFARE
(JFLCC RESPONSIBILITY)**

H-80. To integrate the use of OPSEC, military deception, jamming, and physical destruction, supported by intelligence, to deny information, to influence, degrade, or destroy adversary C² capabilities and to protect friendly C² against such actions.

**OP.5 DEVELOP
OPERATIONAL INTELLIGENCE
(JFLCC RESPONSIBILITY)**

H-81. That intelligence which is required for the planning and conduct of subordinate campaigns and major operations within a theater (or area) of operation. At the operational level of war, the joint and multinational intelligence system concentrates on the collection of information, and the analysis of that information, which leads to the identification and location of the operational COGs (or high-payoff targets affecting the COGs) that, if successfully attacked, will achieve the assigned strategic aims.

**OP.5.1 DEVELOP
OPERATIONAL INTELLIGENCE REQUIREMENTS
(JFLCC RESPONSIBILITY)**

H-82. To determine and rank order intelligence requirements for the collection and processing of information in developing operational intelligence. In MOOTW, this activity also pertains to support of host nations or groups in determining their operational intelligence requirements. This includes monitoring availability of collected data and planning manpower and intelligence architecture needs.

**OP.5.2 COLLECT OPERATIONAL INFORMATION
(JFLCC RESPONSIBILITY)**

H-83. To gather information from US and allied operational, strategic, and tactical sources relative to threat operational forces and their COGs (and related high-payoff targets) and to the nature and characteristics of the assigned AOs (includes AOI). Operational level surveillance and reconnaissance are pertinent throughout this task.

**OP.5.2.1 COLLECT INFORMATION ON
ENEMY OPERATIONAL SITUATION AND HAZARDS
(JFLCC INFLUENCES)**

H-84. To obtain information on enemy (and friendly) operational force vulnerabilities, threat operational doctrine and forces (land, sea, and air) dispositions and order of battle, and the nature and characteristics of the AOs, to include significant hazards, such as NBC contamination of large areas. This activity includes collecting counterintelligence information.

**OP.5.2.2 COLLECT INFORMATION ON
OPERATIONAL TARGETS
(JFLCC INFLUENCES)**

H-85. To obtain information that supports the detection, identification, and location of enemy strategic and operational COGs and high-payoff targets whose attack will lead directly or indirectly to the defeat of the enemy. Distinguishing enemy target information from friendly forces and assessing damage to operational targets is included under this task.

**OP.5.3 PROCESS
OPERATIONAL INFORMATION
(JFLCC RESPONSIBILITY)**

H-86. To convert operational information into intelligence through collation, evaluation, analysis, integration, and interpretation. This activity includes the evaluation of threat joint and multinational operational land, sea, and air forces; insurgents or counterinsurgents, terrorists, and narcotics traffickers; the nature and characteristics of the theater (or area) of operations, to include the operational commander's AOI; and integration of threat information to determine operational and strategic COGs and assessing the enemy's C²W capabilities, actions, and vulnerabilities.

**OP.5.3.1 EVALUATE
OPERATIONAL
THREAT INFORMATION
(JFLCC RESPONSIBILITY)**

H-87. To continuously analyze the enemy in terms of his mobilization potential; military-strategic and operational organization (including alliance forces); and dispositions, doctrine, capabilities, C² structure, and decision-making processes. To evaluate enemy (and friendly) vulnerabilities. This

evaluation includes continuous refinement of the order of battle for the entire array of the joint and multinational forces available to the enemy operational commander, personalities, and history of performance, the doctrine for employment of operational forces, and threat associated with MOOTW. Assessment of enemy C²W capabilities is included here.

**OP.5.3.2 ANALYZE AREA OF OPERATIONS
(JFLCC RESPONSIBILITY)**

H-88. To conduct an analysis of the nature and characteristics of the theater (or area) of operations to determine the types and scale of operations area, the impact of significant regional features, and hazards on the conduct of both friendly and enemy campaigns or major operations. The analysis includes the impact of strategic limiting factors (such as ROEs) and determination of the operational commander's AOI. Significant regional features include political, economic, industrial, geographic, demographic, topographic, hydrographic, climatic (for example, weather, terrain), populace, cultural, lingual, historical, and psychological features of the area. This activity also includes analysis of significant alterations to the AOs that create operationally significant hazards (such as NBC contamination of large areas).

**OP.5.3.3 INTEGRATE
OPERATIONAL INTELLIGENCE
(JFLCC RESPONSIBILITY)**

H-89. To develop operational level, time-phased intelligence by combining data from the evaluation of the nature and characteristics of the area and the analysis of the threat to yield the enemy commander's intentions, COGs, and high-payoff targets.

**OP.5.3.3.1 DEVELOP
ENEMY OPERATIONAL INTENTIONS
(JFLCC RESPONSIBILITY)**

H-90. To form patterns from significant events, enemy national and alliance issues, or enemy operational commander's style which signal probable enemy operational intentions and probable COAs, thus revealing high-payoff targets or COGs for attack. This task includes identification of friendly vulnerabilities.

**OP.5.3.3.2 DEVELOP
ENEMY OPERATIONAL TARGET INFORMATION
(JFLCC RESPONSIBILITY)**

H-91. To provide timely and accurate locations of enemy operational forces that will impact current and future campaigns and major operations. Target data is derived from national, joint, and multinational sources and identifies high-payoff targets that, if attacked, will lead to the defeat of enemy COGs. This target information development includes enemy C²W targets.

**OP.5.3.3.3 IDENTIFY ENEMY VULNERABILITIES
(JFLCC RESPONSIBILITY)**

H-92. To identify, for exploitation, patterns of significant events and activities, military and political issues, alliance relationships, and campaign styles of adversary operational commanders. These vulnerabilities include forces to be targeted for C²W, EW, deception operations, and security weaknesses.

**OP.5.3.4 DEVELOP INDICATIONS AND WARNING
(JFLCC RESPONSIBILITY)**

H-93. To determine changes in the military, political, economic, social, and diplomatic behavior of the enemy that could lead to hostile activity to preclude strategic surprise.

**OP.5.3.5 DEVELOP INTELLIGENCE COLLECTION PLANS
(JFLCC RESPONSIBILITY)**

H-94. To determine gaps in intelligence and address essential elements of information in a plan for collecting the intelligence. The intent of the effort is to focus on key decisions and defeat mechanisms.

**OP.5.4 PREPARE AND DISSEMINATE
OPERATIONAL INTELLIGENCE REPORTS
(JFLCC RESPONSIBILITY)**

H-95. To formulate and convey operational intelligence estimates, annexes, and reports on the threat operational situation, intentions, vulnerabilities, targets (to include high-payoff targets and enemy COGs), characteristics of the theater of operations/AO, and other appropriate intelligence reports.

**OP.6 PROVIDE
OPERATIONAL SUPPORT
(JFLCC INTEREST)**

H-96. Those logistical and other support activities required to sustain the force in campaigns and major operations within a theater (or area) of operations. Operational sustainment extends from the theater-of-operations sustaining base (COMMZ) or bases, or forward sustaining bases in a smaller theater, to the forward combat service support units, resources, and facilities organic to major tactical organizations. This theater-of-operations sustaining base, in performing its support activities, links strategic sustainment to tactical combat service support. In MOOTW, the activities under operational support also pertain to support of US forces, other governmental agencies and forces of friendly countries or groups being supported by US forces.

**OP.6.1 ARM OPERATIONAL FORCES
(JFLCC INTEREST)**

H-97. To provide for the replenishment of arms, ammunition, and equipment required for supporting US Services and allied operational forces in conformance with operational commander's campaign or major OPLANs in addition to routine theater (or area) of operations consumption.

**OP.6.2 PROVIDE
FUEL TO OPERATIONAL FORCES
(JFLCC INTEREST)**

H-98. To provide for the uninterrupted flow of fuel (class III) of joint/multinational operational forces in conformance with the operational commander's campaign or major OPLANs in addition to routine theater consumption. The source-of-fuel system would include the inland, offshore, or any other fuel distribution system.

**OP.6.3 FIX/MAINTAIN EQUIPMENT
(JFLCC INTEREST)**

H-99. To provide for the establishment of facilities in the rear areas for the repair and replacement of materiel and the establishment of policies on repair and evacuation of equipment in support of operational forces in campaigns and major operations. This activity includes the concentration and provision of maintenance services, including recovery BDA and repair, and class IX supplies, for retaining operational forces in or restoring them to a high state of

materiel readiness in preparation for sustaining the tempo of operations in campaign, major operations, and routine COMMZ support. This is largely a Service/national function.

**OP.6.4 MAN OPERATIONAL FORCES
(JFLCC INTEREST)**

H-100. To provide the uninterrupted flow of trained and organizationally sound units and replacements and to provide necessary personnel and health services support in the theater of operations for supporting campaigns, major operations, and routine COMMZ support. This is largely a Service/national function.

**OP.6.4.1 PROVIDE FIELD, PERSONNEL,
AND HEALTH SERVICES
(JFLCC INTEREST)**

H-101. To provide field services and supply and laboratory services (includes food, water, personal welfare and comfort items, clothing and individual equipment; laundry, bath, and renovation; and graves registration), personnel service support (includes administration, finance, chaplain, public affairs, legal services, and individual support activities), and health service support (includes medical C⁴ intelligence, prevention, treatment and movement, hospitalization, return to duty, evacuation, veterinary and laboratory services, blood management, dental services, and combat stress control, medical threat intelligence) in preparing operational forces for campaigns, major operations, routine COMMZ support, and the sustainment of the tempo of operations once begun. This task includes providing rest and relaxation, rotation, and reconstitution guidance within an operational commander's responsibility. This is largely a Service/national function.

**OP.6.4.2 RECONSTITUTE FORCES
(JFLCC INTEREST)**

H-102. To take extraordinary actions to restore combat-attribed units to desired level of combat effectiveness commensurate with mission requirements and availability of resources. Reconstitution includes two types of activities: reorganization and regeneration. This is largely a Service/national function.

**OP.6.4.3 TRAIN UNITS AND PERSONNEL
(JFLCC INFLUENCE)**

H-103. To provide the means for training replacements and units, especially newly rebuilt units in the theater of operations. In MOOTW, this activity includes training assistance for friendly nations and groups. This is largely a Service/national function.

**OP.6.4.4 CONDUCT
THEATER OF OPERATIONS
RECEPTION OPERATIONS
(JFLCC INTEREST)**

H-104. To receive and prepare reinforcing units and individual replacements for further deployment and employment. Reception includes clearing airports of debarkation (APODs) and seaports of debarkation (SPODs), moving unit personnel and equipment from ports of debarkation to marshaling areas, joining unit personnel (normally deployed by air) with their equipment (normally shipped by sea or pre-positioned in storage sites or vessels), and providing supplies and support necessary to achieve readiness for onward movement. This is largely a Service/national function. Priorities should be influenced by the land force operational plan.

**OP.6.4.5 PROVIDE PUBLIC AFFAIRS
IN THEATER AREA OF OPERATIONS
(JFLCC INFLUENCES)**

H-105. To build and maintain the national will of the American public and our elected leadership to support military objectives through fair and balanced coverage by the American and international press. To advise the operational commander on public affairs operations that support or impact the warfighting scheme of maneuver. This task includes media relations, coordination, and escort of news media covering JFLC command forces; managing all tactical-level public affairs operations; and participating in the IO working group in support of the operational and strategic information campaign.

**OP.6.5 DISTRIBUTE
(JFLCC INFLUENCES)**

H-106. To maintain the timely flow of stocks (all classes of supply in large quantities) and services (maintenance and manpower) to operational forces, using joint or combined transportation means (over ground, air, and sea

LOCs) in support of campaigns and major operations and normal support operations. This is largely an Army/national function.

**OP.6.5.1 PROVIDE MOVEMENT SERVICES
(JFLCC INFLUENCES)**

H-107. To move personnel, equipment, and supplies to sustain campaigns and major operations and to provide transportation resources for moving operational forces which execute those operations. This task includes transportation-mode operations, movement management and control, battlefield circulation control, and terminal operations. This is largely an Army/national function.

**OP.6.5.2 SUPPLY OPERATIONAL FORCES
(JFLCC INFLUENCES)**

H-108. To provide trained manpower, all classes of supply, maps and water, and related services for sustaining operational forces throughout a campaign or major operation in the quantities and at the time and place needed. This task includes requesting, receiving, producing, procuring, storing, protecting (e.g., APODs, SPODs, log bases, etc.), relocating and issuing manpower, supplies, and services. It also includes building up the necessary stockage levels in staging areas for conducting the campaign. This is predominately a Service/national function.

**OP.6.6 MAINTAIN SUSTAINMENT BASES
(JFLCC INTEREST)**

H-109. To build and maintain principal and supplementary bases for sustainment activities in conformance with theater-of-war commander's guidance. This is largely a Service/national function.

**OP.6.6.1 RECOMMEND NUMBER AND LOCATION OF
SUSTAINING BASES
(JFLCC INTEREST)**

H-110. To provide expertise to theater-of-war commander on lines of support and the suggested locations for sustaining bases so as best to support the operational commander's campaign or major OPLANs.

**OP.6.6.2 PROVIDE
SUSTAINMENT ENGINEERING
(JFLCC INTEREST)**

H-111. To dismantle fortifications and to construct and maintain facilities and communications networks that give physical structure to the LOCs, thus setting the capacity of combat service support organizations to provide materiel and services to operational commanders. This activity includes the following: building/maintaining forward staging bases, restoring rear area, sustaining LOC, supporting construction, and acquiring or producing construction material.

**OP.6.6.3 PROVIDE
LAW ENFORCEMENT AND PRISONER CONTROL
(JFLCC INFLUENCES)**

H-112. To provide, in the COMMZ and in support of the operational commander's campaigns and major operations, EPW collection processing, evacuation, internment; reporting and coordination with host nation, US staff agencies, and the International Red Cross. In addition, enforces military law and order and battle area circulation control.

**OP.6.7 CONDUCT POLITICO-MILITARY
SUPPORT TO OTHER NATIONS, GROUPS,
AND GOVERNMENT AGENCIES
(JFLCC INFLUENCES)**

H-113. To provide assistance in terms of personnel, materiel, and/or services (e.g., health services) that supports strategic and operational goals within the theater or AO. This task includes security assistance, civil-military operations support (e.g., humanitarian assistance, disaster relief, etc.), and other assistance from military forces to civilian authorities and population.

**OP.6.7.1 CONDUCT SECURITY ASSISTANCE
IN THEATER (AND AREA) OF OPERATIONS
(JFLCC INTEREST)**

H-114. To provide defense articles, military training, and other defense-related services to friendly nations or groups, by grant, loan, credit, or cash sales, in furtherance of national policies and objectives within a theater or AO.

**OP.6.7.2 PROVIDE CIVIL-MILITARY OPERATIONS
SUPPORT IN THEATER (AND AREA) OF OPERATIONS
(JFLCC INFLUENCES)**

H-115. To conduct activities in support of military operations in a theater or AO that embrace the relationship between the military forces and civilian authorities and population, and the development of favorable emotions, attitudes, or behavior in neutral, friendly, or hostile groups. Activities included in civil-military operations are civil affairs, military-civic action, humanitarian assistance (includes disaster relief), civil assistance, and PSYOP.

**OP.6.7.3 PROVIDE SUPPORT TO DOD
AND OTHER GOVERNMENT AGENCIES
(JFLCC INTEREST)**

H-116. To provide support of DOD, joint staff, other Services, civil governments, and other related agencies. This task could include, but is not limited to, supporting activities such as civil disturbances control, drug enforcement, combating terrorism, science and technology base, environmental protection, joint exercises, and operations.

**OP.6.7.4 COORDINATE
POLITICO-MILITARY SUPPORT
(JFLCC INFLUENCES)**

H-117. To be kept informed of and to coordinate activities among military commands, DOD, and other US governmental agencies, and friendly governments within the theater or AO.

**OP.6.8 EVACUATE
NONCOMBATANTS FROM THEATER
(OR AREA) OF OPERATIONS
(JFLCC INTEREST)**

H-118. To use theater of operations military and host-nation resources for evacuation of US military dependents, US government civilians, and private citizens (US and third nation). Organizations at various echelons provide support (medical, transportation, security, etc.) to the noncombatants; the support is analyzed under the appropriate activity. A large portion of this mission belongs to the Navy, although land forces would participate. Their participation, however, would probably be under their Service component

commands. Use of theater land forces to conduct noncombatant evacuations would reduce the size of the JFLCC's forces.

**OP 6.2.9 COORDINATE AND CONDUCT
PERSONNEL RECOVERY
(JFLCC INFLUENCES)**

H-119. Provide for the support of isolated US military personnel and US civilians and other designated personnel within the theater of operations/JOA. This task includes reporting, locating, supporting the person and family, recovery and return of the isolated person to family or duty. The task further includes conducting civil and combat search and rescue missions and providing support to friendly personnel attempts of evasion and escape. To coordinate the use of aircraft, surface craft, submarines, specialized rescue teams and equipment, to include unconventional assisted recovery, for returning isolated personnel to US control. This task includes coordinating the locating, tracking, and reporting isolated or captured personnel.