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NATO's Operational Planning Process

The COPD - Comprehensive Operations Planning Directive

*Lieutenant Colonel Mehmet Salar, TUR-A
NATO School – Joint Operations Department*



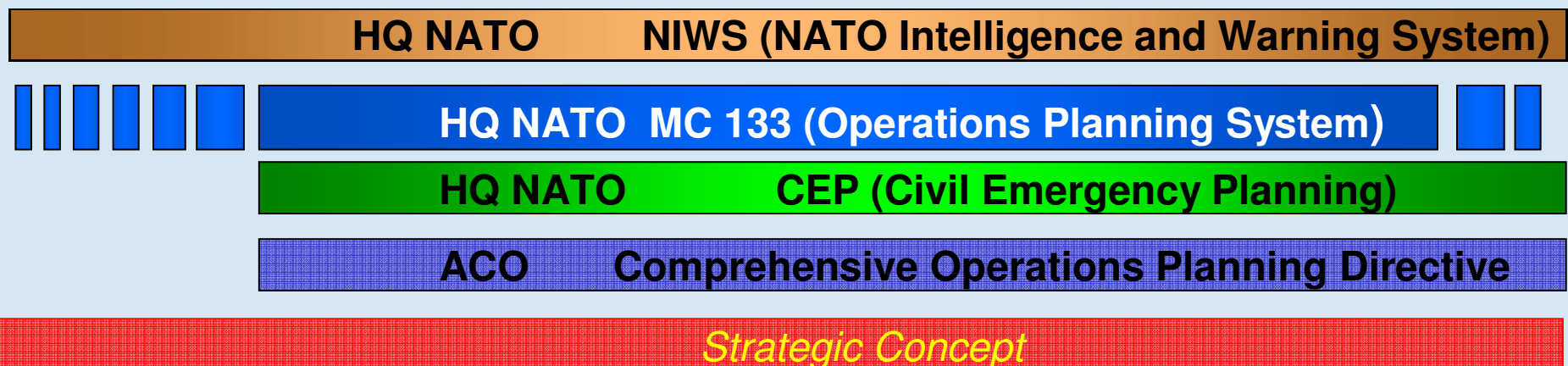
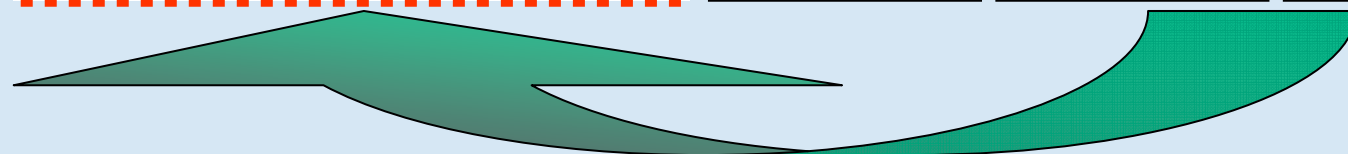
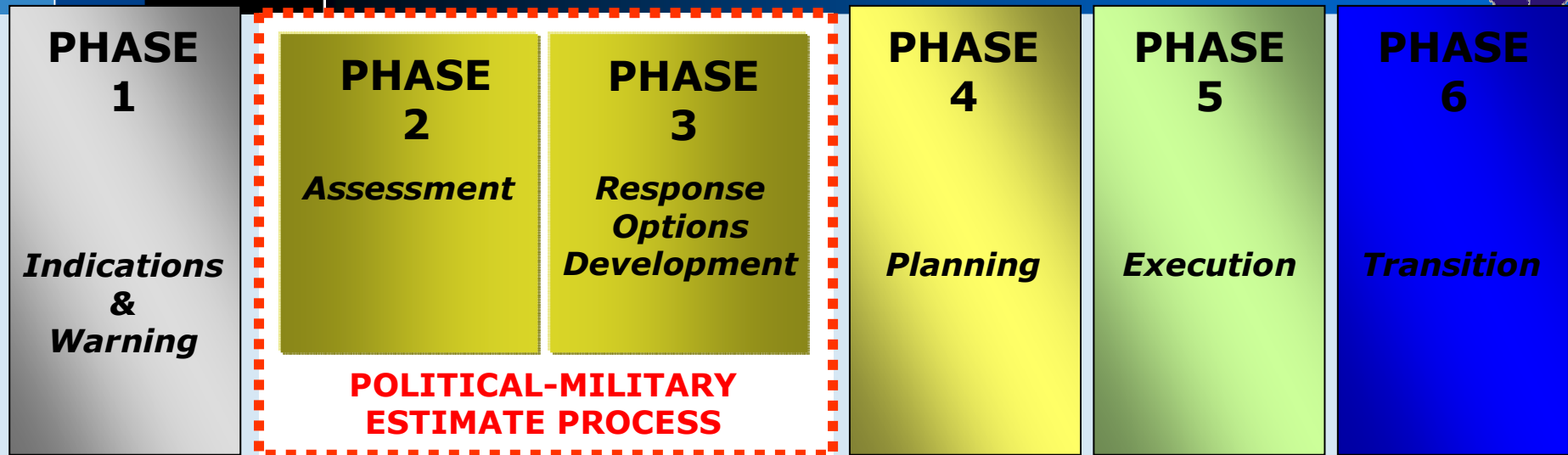
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NATO's Operational Planning Process (OPP) and COPD



Agenda:

- NATO Crisis Management Process and Planning Categories
- Collaborative mindset
- The Operations Planning Process in the Comprehensive Operations Planning Directive (COPD)
- Take away and summary (incl. Q & A)





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Planning Categories



... for FUTURE TASKS

... for CURRENT TASKS

ADVANCE PLANNING

CRISIS RESPONSE PLANNING

CONTINGENCY PLAN (COP)

STANDING DEFENCE PLAN (SDP)

OPERATION PLAN (OPLAN)

- Generic
- Possible risk
- Not executable
- Basis for OPLAN
- MC approved

- Specific
- Executable
- COM Terms
Of Reference
- NAC approved

- Response to crisis
- COP-based
- Specific
- Execution capable
- NAC approved

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From GOP to COPD



~~ACO GUIDELINES TO
OPERATIONAL PLANNING~~

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BELGIUM

17 Dec 10



ALLIED COMMAND OPERATIONS
COMPREHENSIVE OPERATIONS
PLANNING DIRECTIVE
COPD INTERIM V1.0

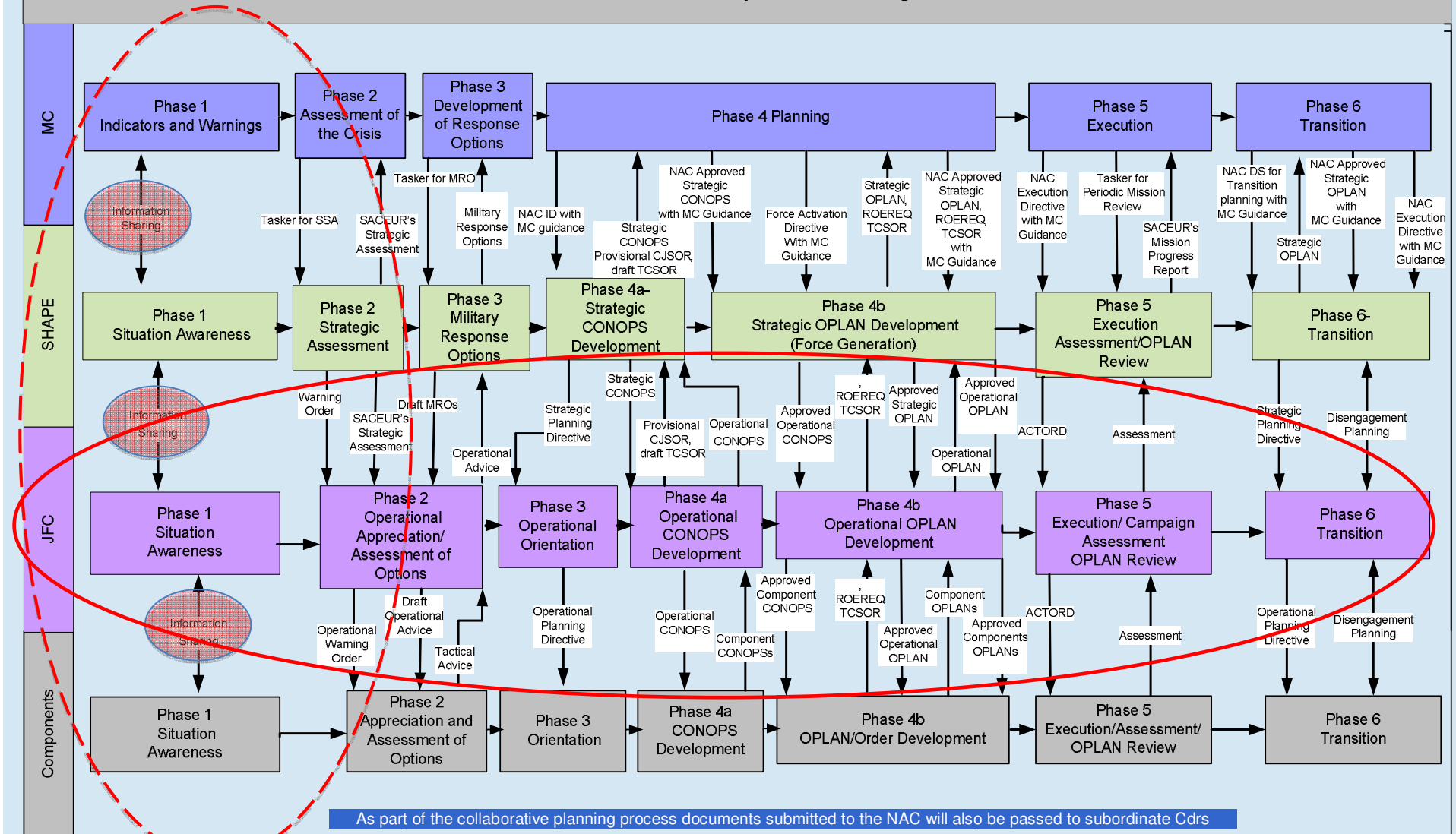
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Collaborative Planning



NATO Crisis Response Planning



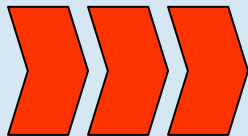


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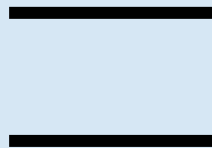
The Evolution



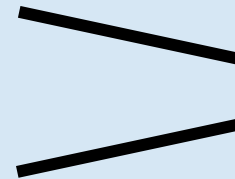
sequential



parallel



converging



- Collaboration

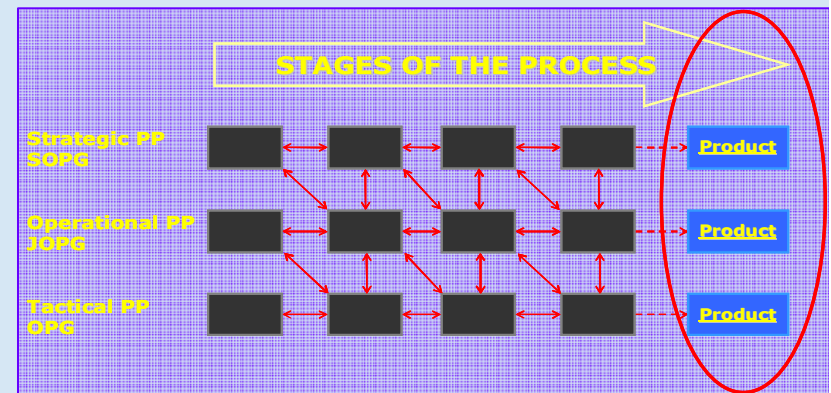
"A process where two or more people or organisations work together to realise shared goals"

- **Horizontal and Vertical Collaboration**
 - Knowledge Development
 - Planning
 - Execution
- **Commanders & Staffs**
- **Services and Functions**
- **Civil & Military Entities**
- **Full exploitation of the wide range of expertise
to ensure common understanding of what
needs to be done (comprehensive approach)**
- **Enhanced effect – sooner**

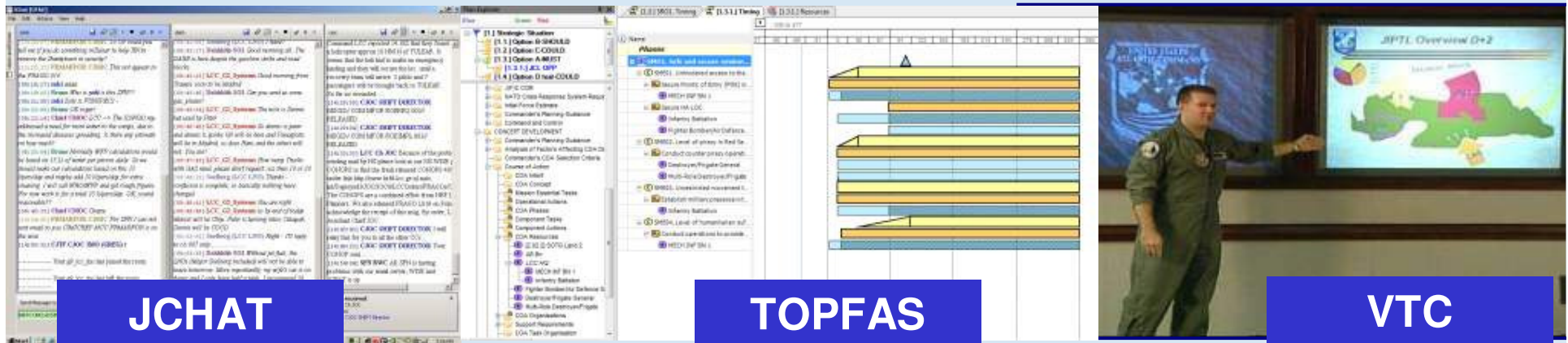
A blue oval containing the text "Transparency Concurrency" in white.

**Transparency
Concurrency**

- Common doctrine, SOP & SOIs
- Co-location – embedded planning teams
- Integration of civil and military actors
- Connectivity
 - Personal
 - Technical (the collaborative information environment)
 - 3 level collaboration →



Synchronous Collaboration Tools:



Asynchronous Collaboration Tools:



- WEB portals/Wise
- Document and management systems
- E-mail



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Planning and Plans

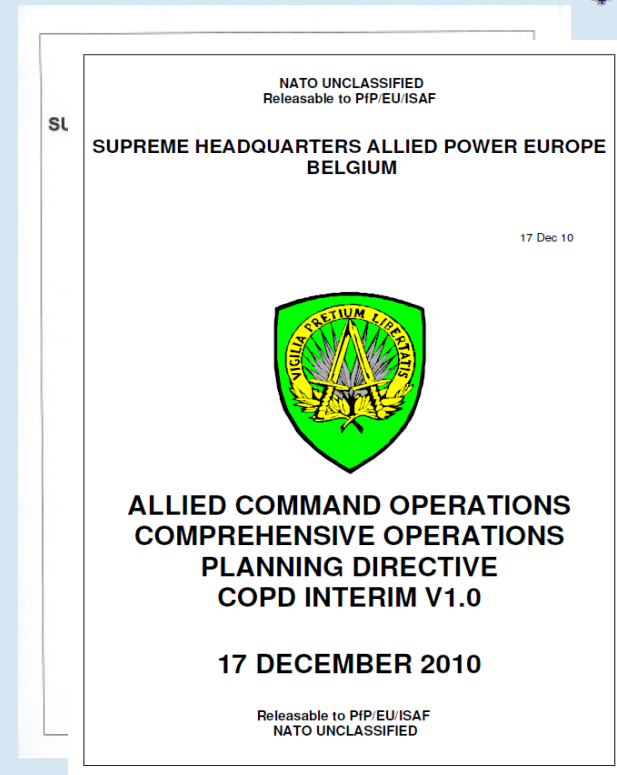


“Planning is everything; plans are nothing.”
“No battle plan survives contact with the enemy.”

Field Marshal Helmuth Graf von Moltke

- **The Comprehensive Operations Planning Directive**
(Trial version - Feb 2010)
(INTERIM V1.0 – Dec 2010)
- **MC 133**
(Operational Planning System)

Letter of promulgation

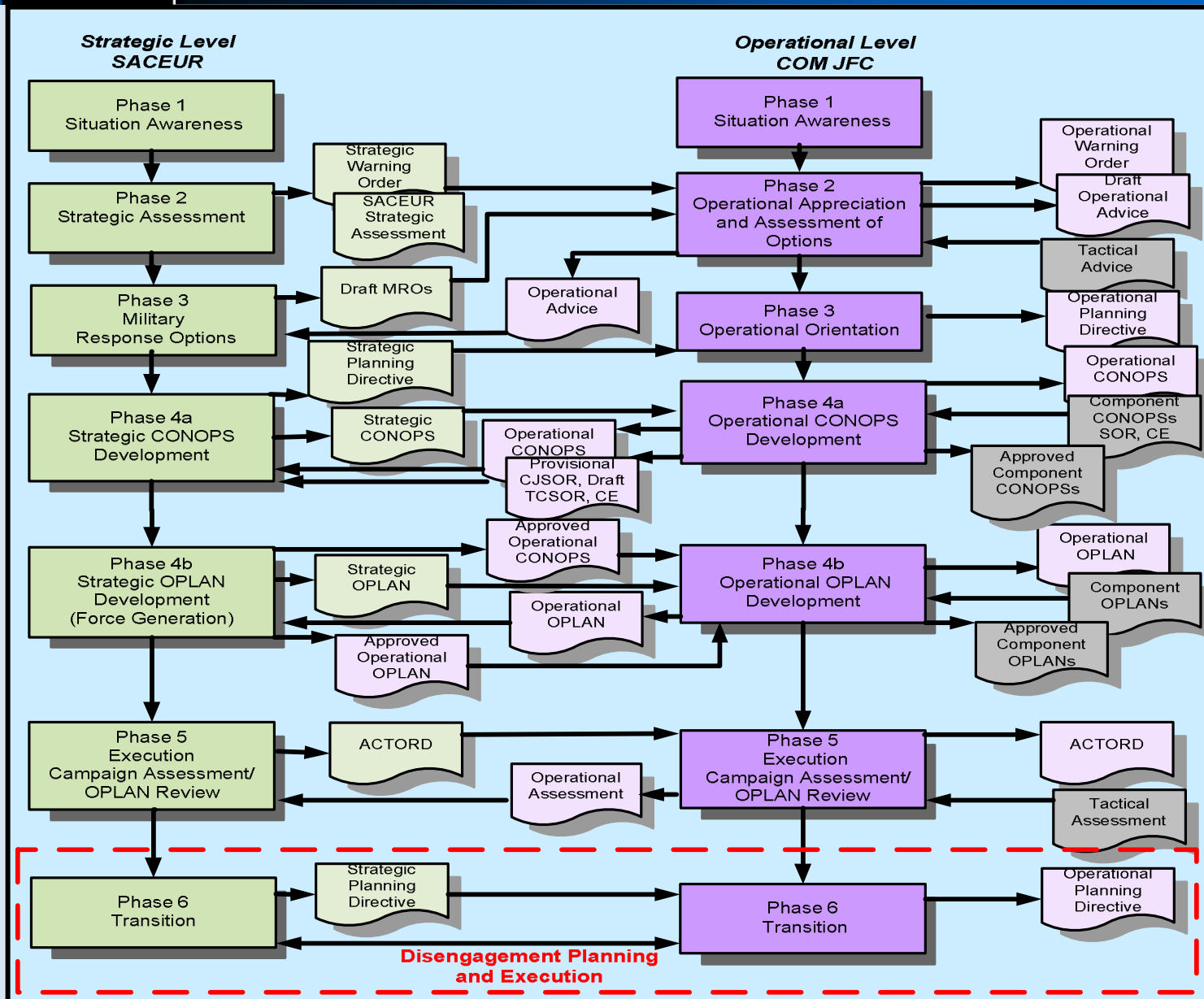


3. The COPD outlines the procedures and responsibilities governing the preparation, approval, assessment, implementation and review of operations plans to ensure a common approach to operations planning. It is applicable to all operations planning activities at the strategic and operational levels of command within the NATO Command Structure. It may also be adapted to the component/tactical level, as well as appropriate elements of the NATO Force Structure in order to enhance collaborative planning activities.



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COPD Planning Phases





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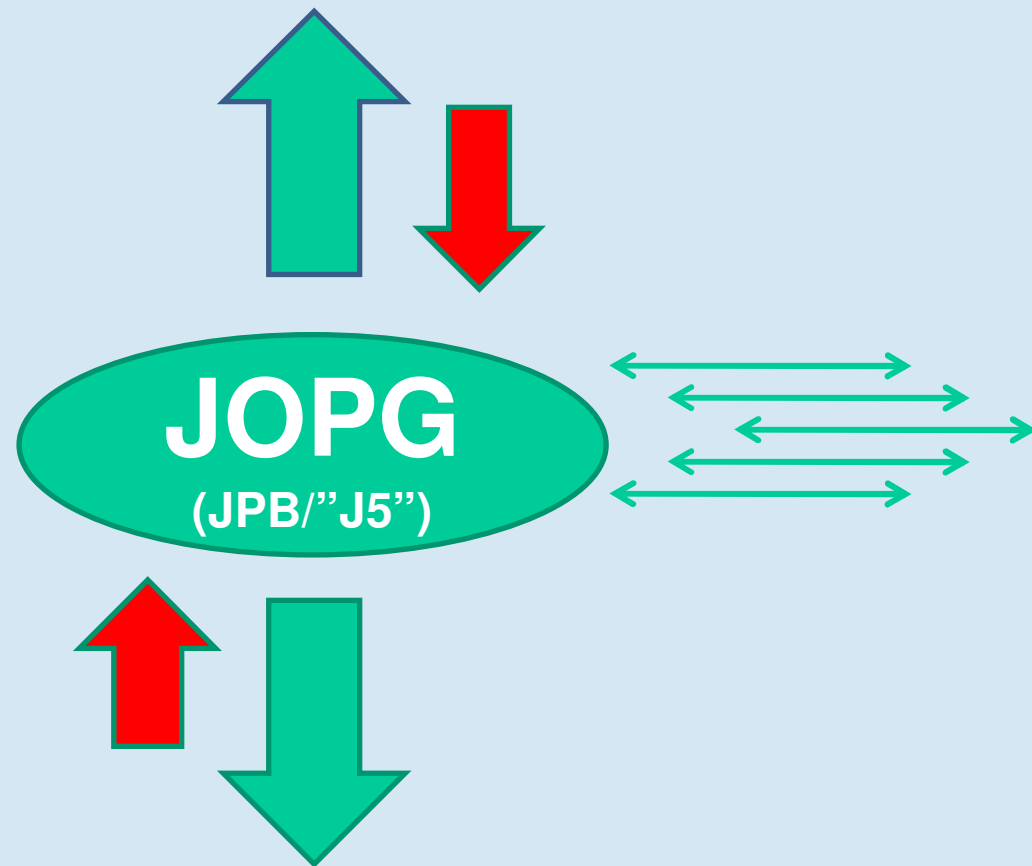
Joint Operational Planning Group



STRATEGIC

OPERATIONAL

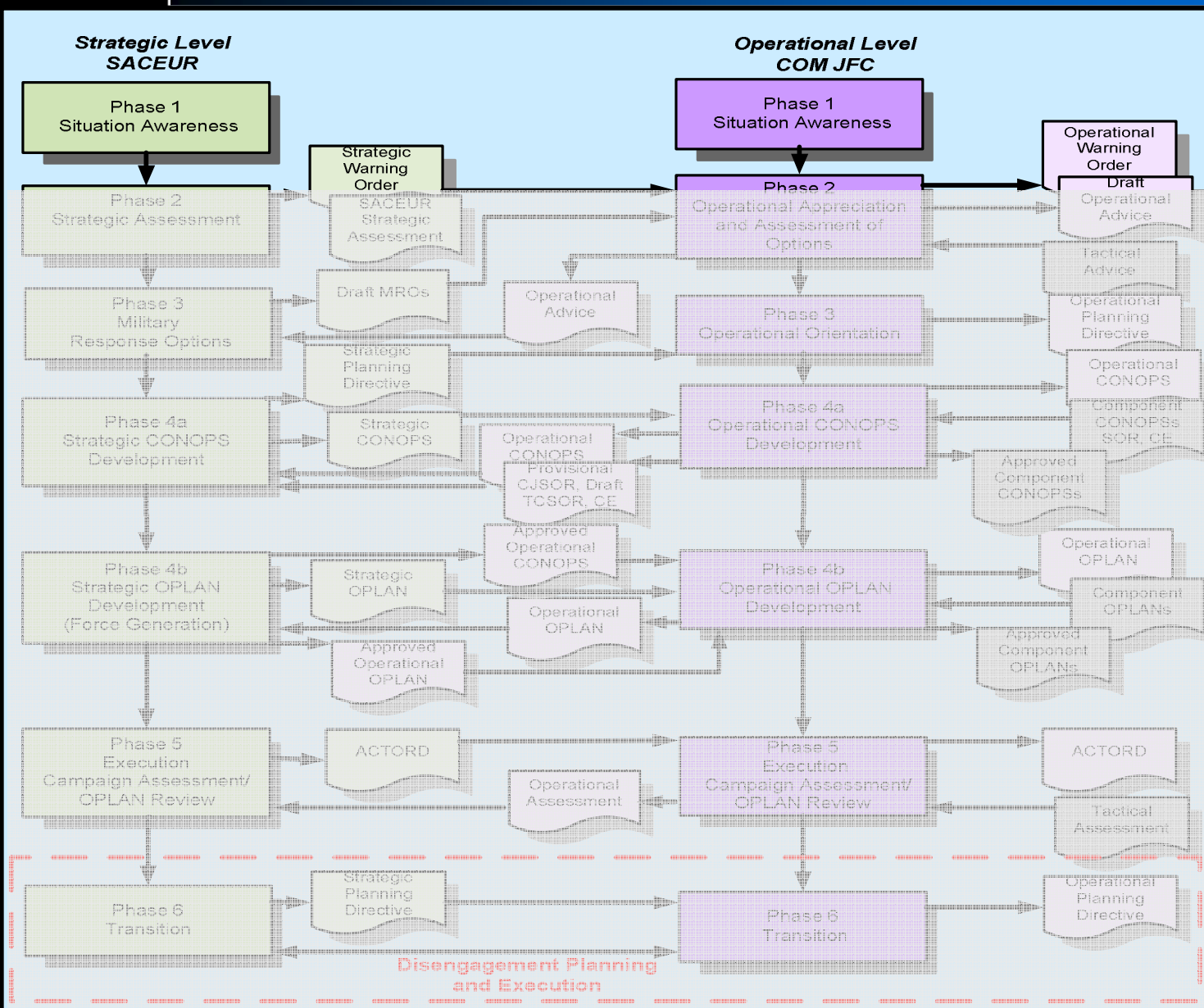
TACTICAL





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Phase 1 – Situation Awareness





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Phase 1 – Situation Awareness



Purpose:

- To develop and maintain a level of understanding to support operational assessments and the provision of operational level of advice and decision making to SACEUR during the planning for and conduct of operations.

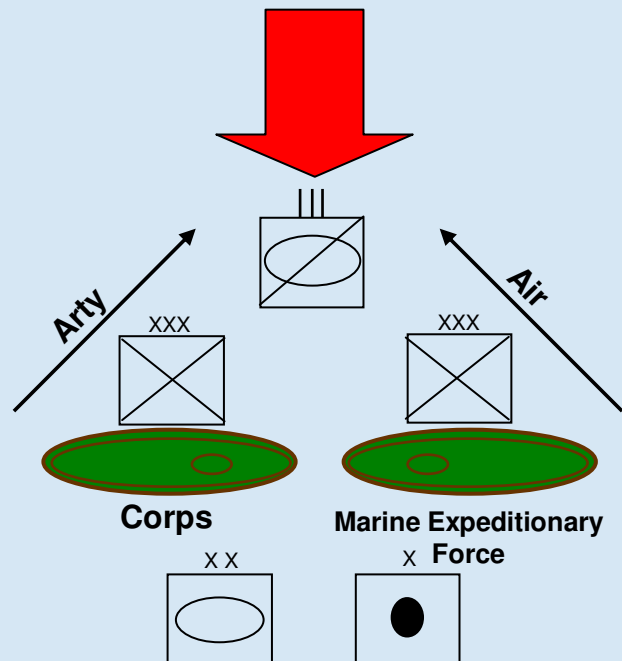
Products:

- Commander's requests for information;
- Key judgements about the situation in the area (risks and threats);
- Conditions, trends and tendencies in the area;
- Assessment of NATO indicators and warnings.

New type of conflict

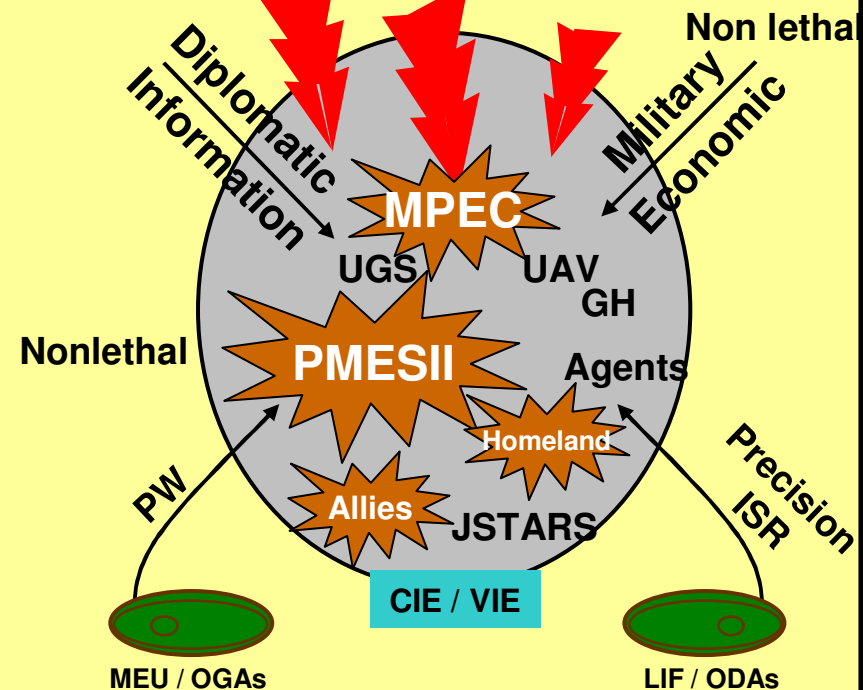


Traditional Approach



- Corps / MEF / Fleet / NAF
- M on M (Attrition-based)
- Tactical
- Independent
- Symmetrical
- Massed Forces
- Massed Fires
- Lethality
- Combat

Comprehensive Approach

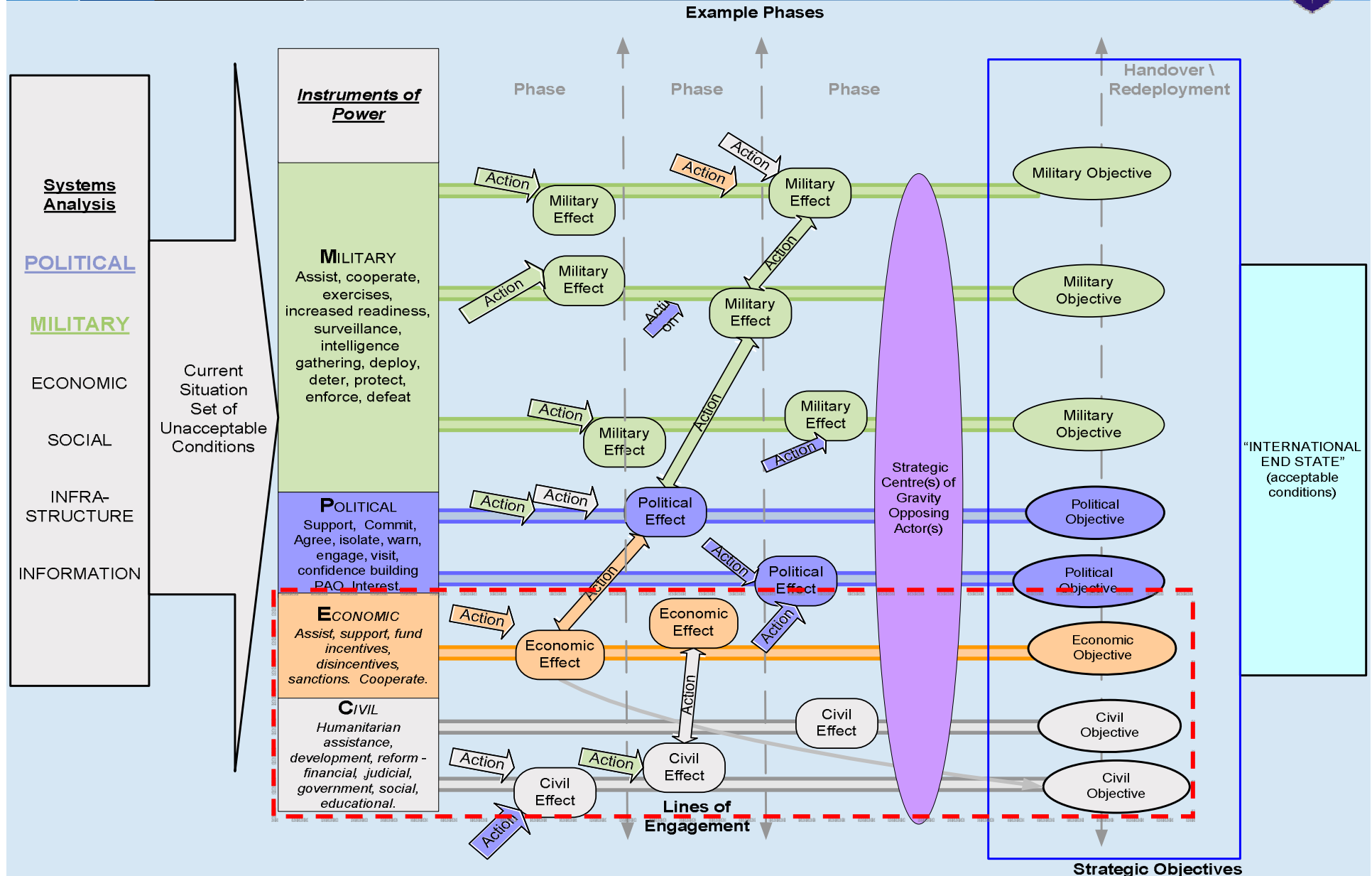


- Joint Force Commander (JFC)
- PMEC on PMESII (Effects-based)
- Strategic / Operational
- Interdependent / Nested
- Asymmetrical
- Massed Electrons
- Precision Fires / ISR
- Lethal and Nonlethal
- Combat / PKO / HA / CMO



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Strategic Design





The four Instruments of Power (MPEC)



- Military. The military is NATO's main instrument. It refers to the application of military power, including the threat or use of lethal and non-lethal force, to coerce, deter, contain or defeat an adversary, including the disruption and destruction of its critical military and non-military capabilities.
- Political. The political instrument refers to the use of political power, in particular in the diplomatic arena cooperating with various actors, to influence an adversary or to create advantageous conditions.
- Economic. The economic instrument generally refers to initiatives and sanctions designed to affect the flow of goods and services, as well as financial support to state and non-state actors involved in a crisis.
- Civil. The civil instrument refers to the use of powers contained within such areas as judiciary, constabulary, education, public information and civilian administration and support infrastructure, which can lead to access to medical care, food, power and water. It also includes the administrative capacities of international, governmental and non-governmental organizations (NGO). The civil instrument is controlled and exercised by sovereign nations, IOs and NGOs.



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Transition to System of Systems Analysis



Today's adversary is a *dynamic, adaptive* foe who operates within a *complex, interconnected* operational environment

Military focused on
time-force-space

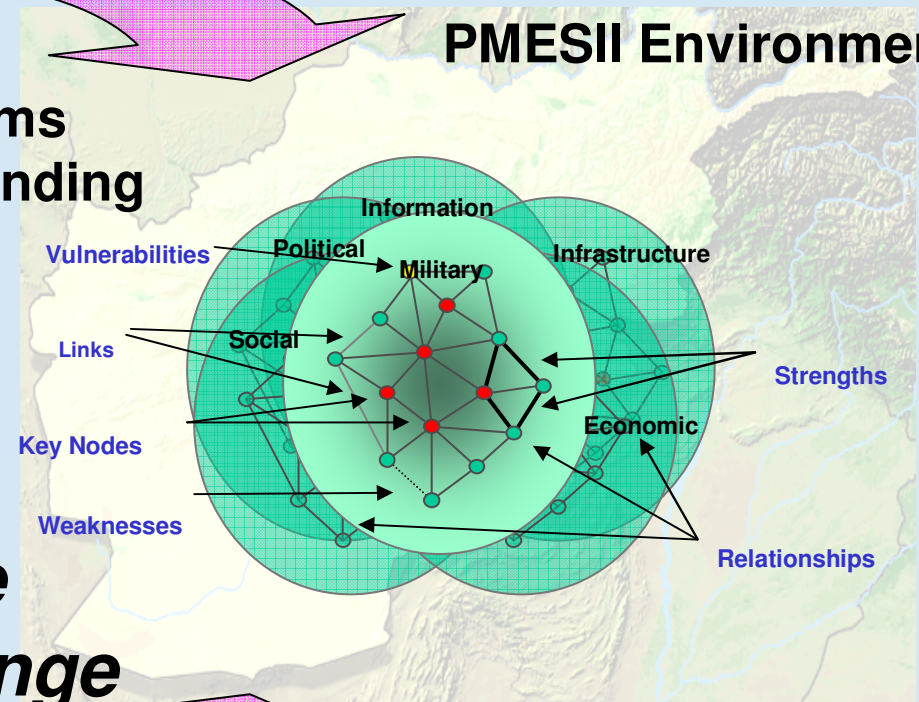


Bi/Tri-dimensional

Systems
Understanding

**The
Challenge**

PMESII Environment

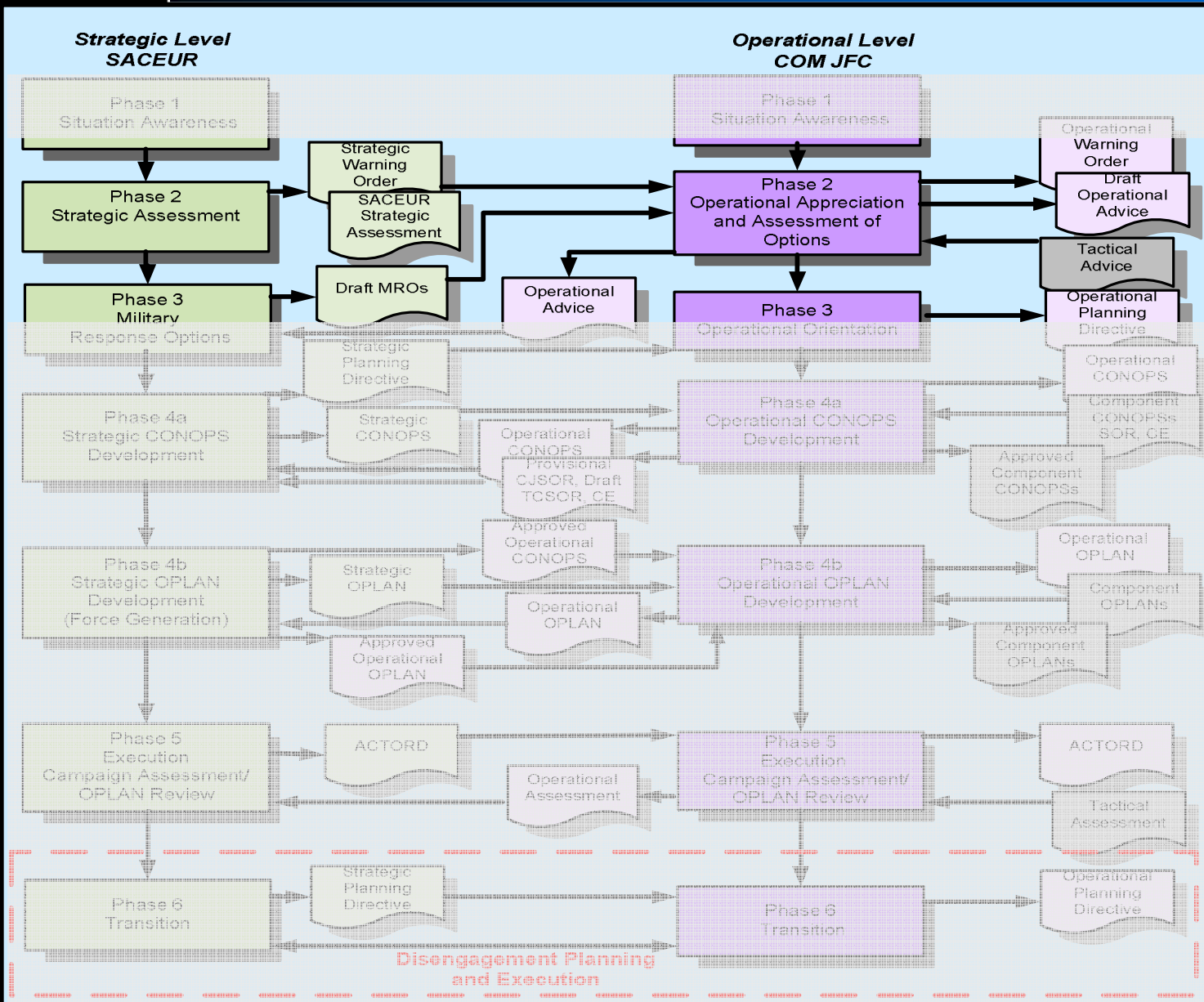


Multi-dimensional



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Phase 2 – Assessment and Operational Appreciation



Purpose:

- to understand the strategic situation and the nature of the problem;
- to understand NATO's desired end state and objectives;
- to contribute operational advice to SACEUR;
- to assess the operational viability of strategic response options .

Product:

- Commander's operational advice.



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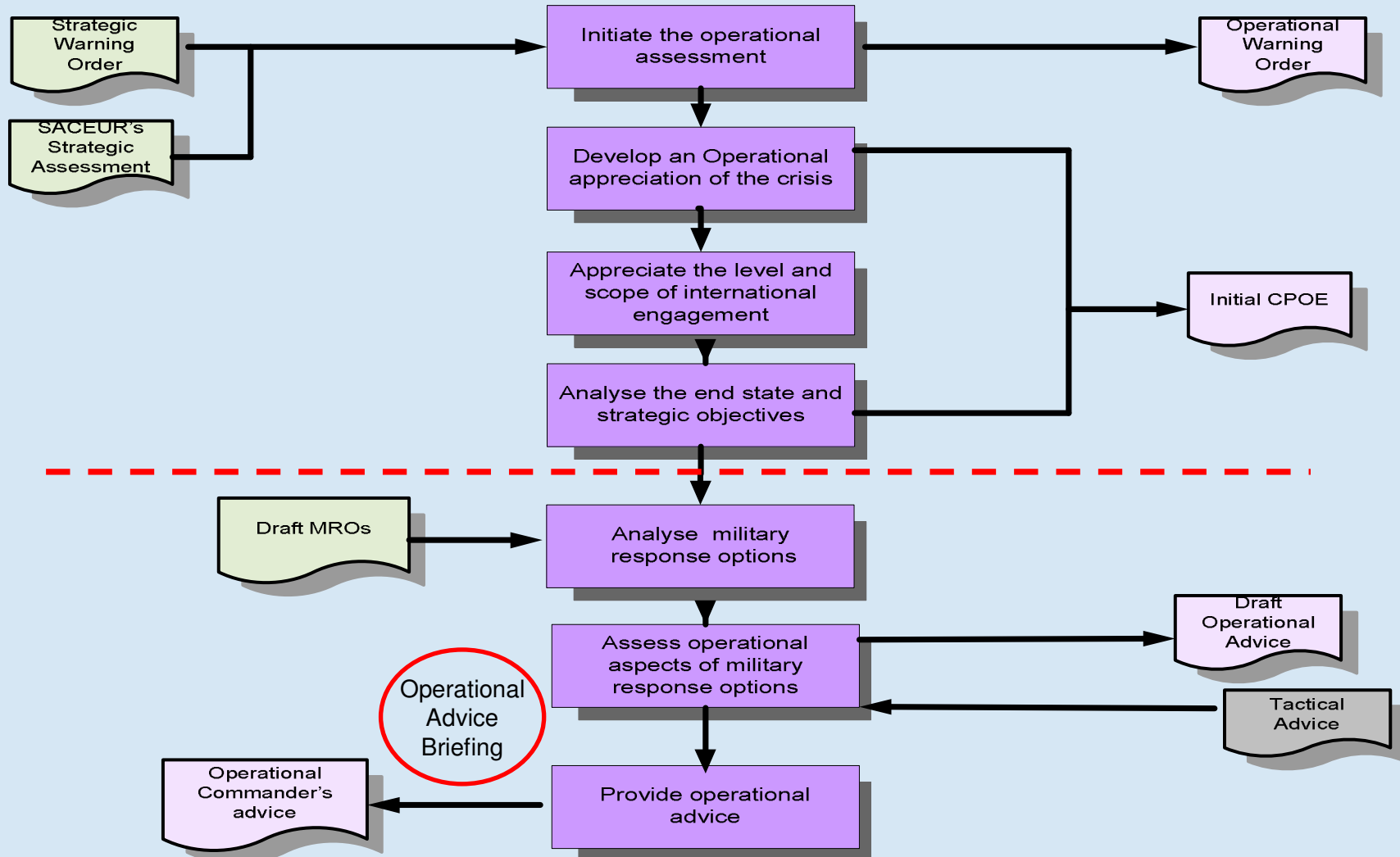
Phase 2 – Assessment and Operational Appreciation



Strategic Level
SACEUR

Operational Level
JFC

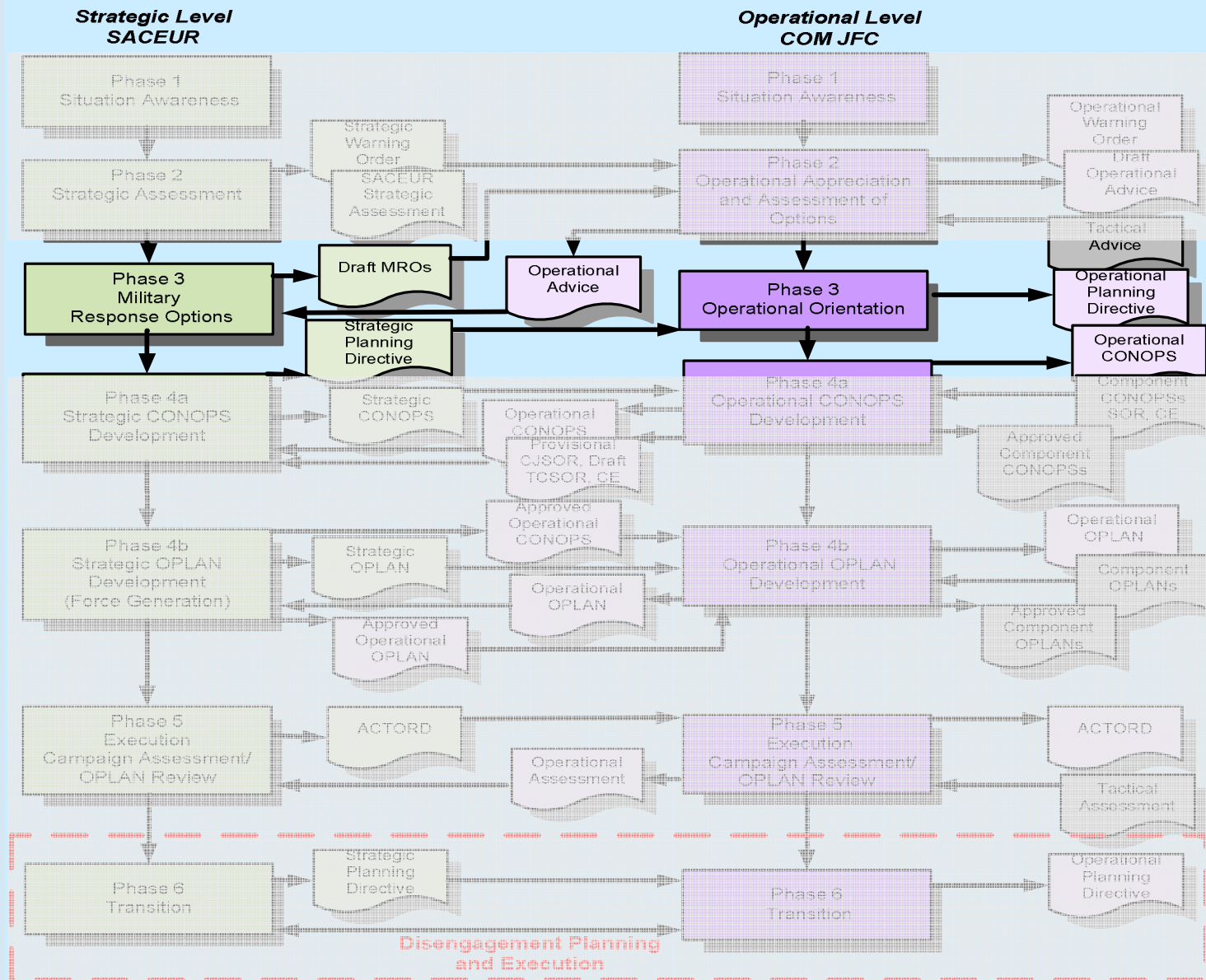
Tactical Level
Components





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Phase 3 – Response Options/Orientation





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Phase 3 – Response Options/Orientation



Purpose:

- to determine the operational problem that must be solved;
- to determine specific operational conditions that must be achieved;
- to identify the key operational factors
- to identify any limitations on the commander's freedom of action.

Product:

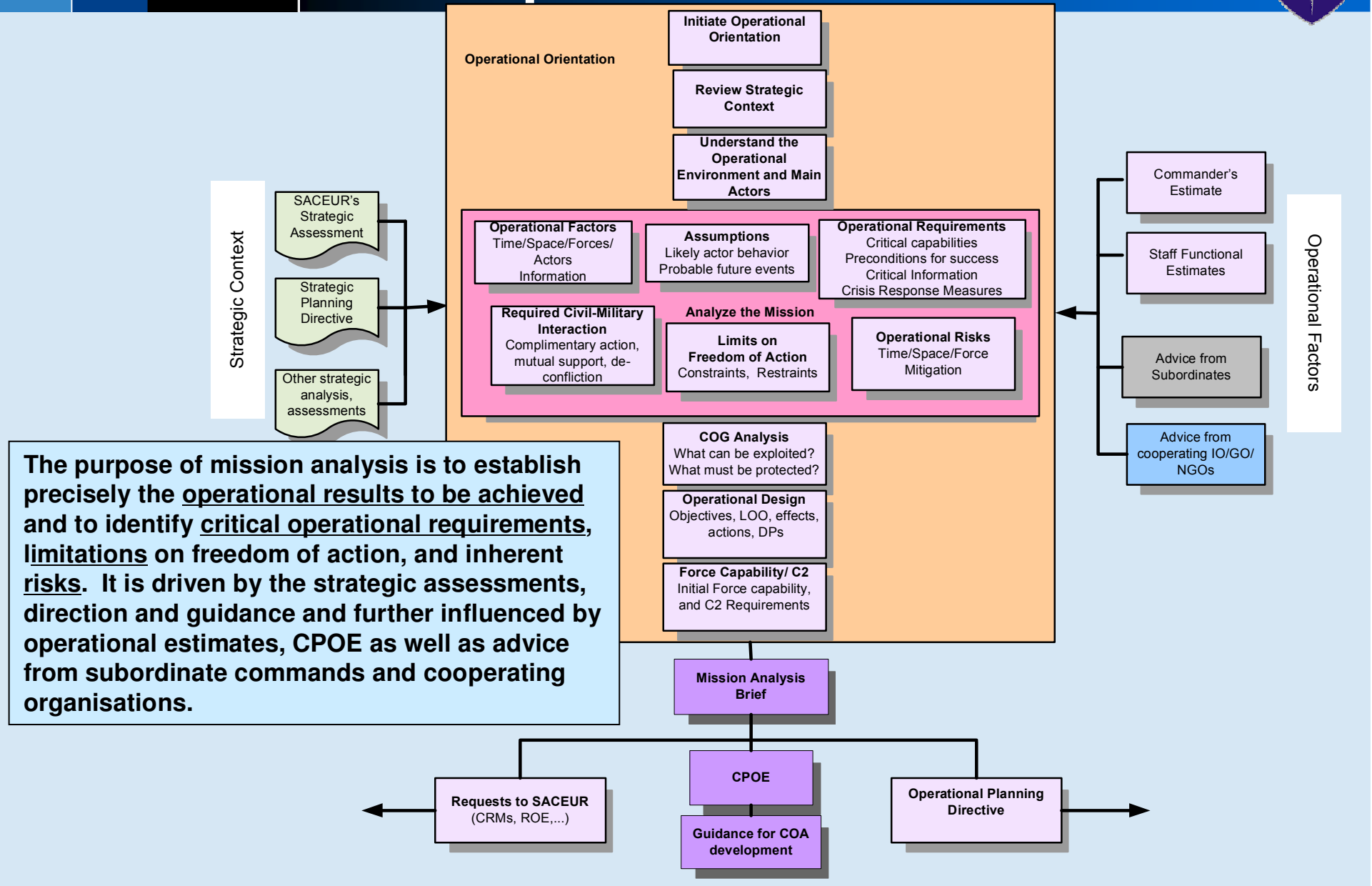
- Comprehensive Preparation of the Operational Environment (CPOE).
- The operational design.
- Commander's planning guidance.

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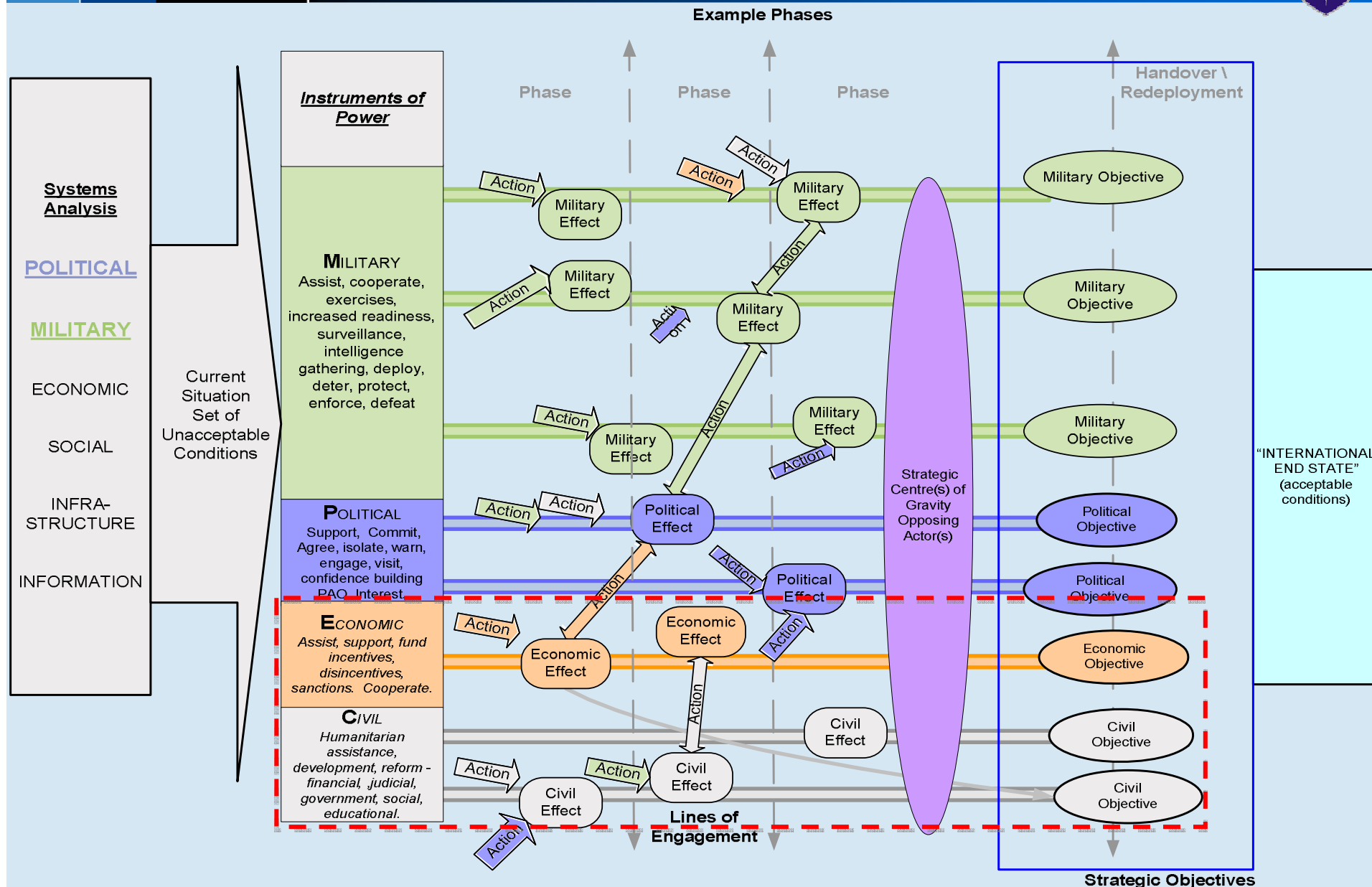
Phase 3 – Response Options/Orientation





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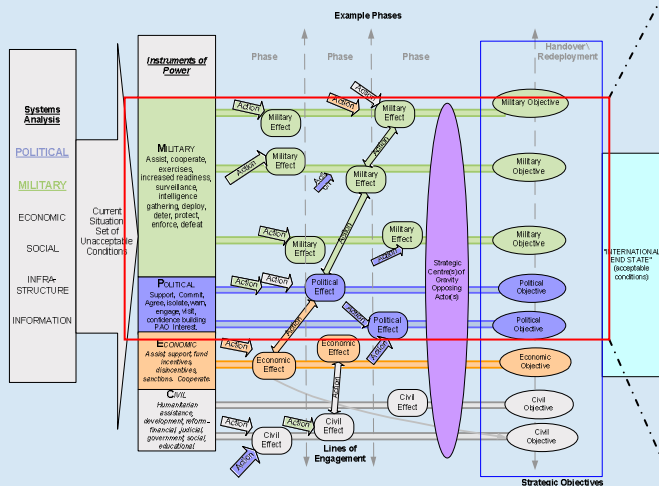
Strategic Design



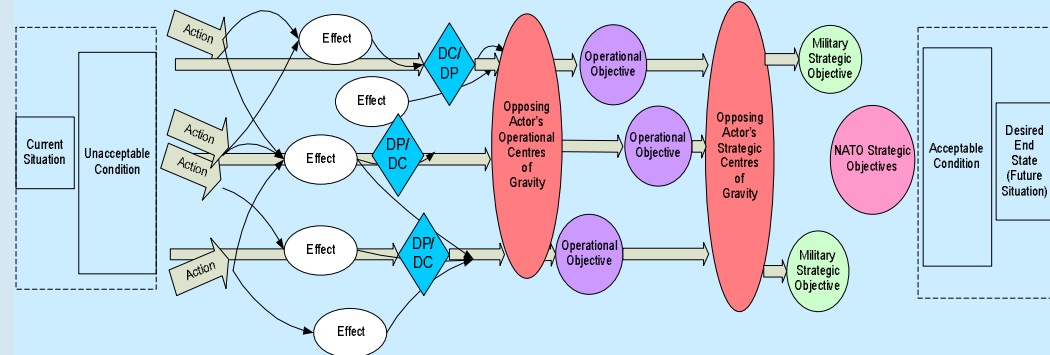


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Key Collaborative Output Phase 3 The Operational Design



From Strategic Design



To Operational design



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Operational Design



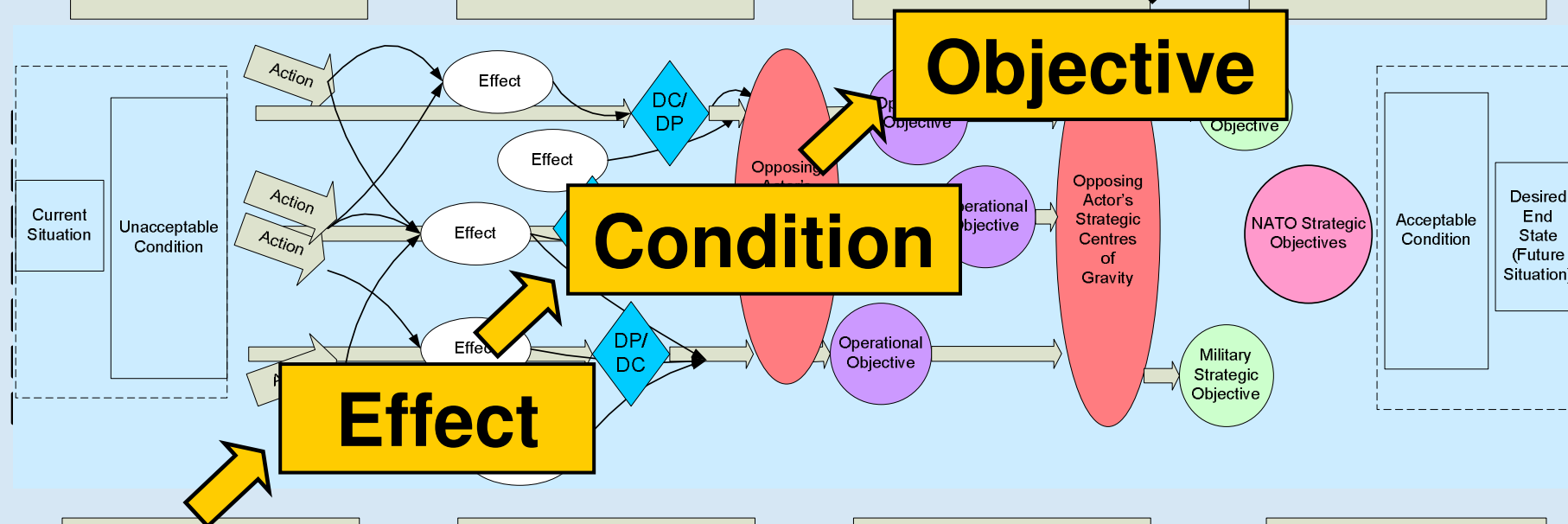
Action: The process of engaging any Alliance instrument at each level in the engagement space in order to create (a) specific effect(s) in support of an objective.

Effect: A change in the behavioural or physical state of a system (or system elements), that results from one or more actions, or other causes.

Objective: A clearly defined and attainable goal to be achieved in order to establish conditions required to achieve a higher objective and/or the desired end-state.

End State

An acceptable condition or situation to be attained at the end of a strategic engagement.



Action

Interacting or inter-dependent elements forming a unified whole.

Decisive Point

A point from which a hostile or friendly centre of gravity can be threatened. This point may exist in time, space or the information environment.

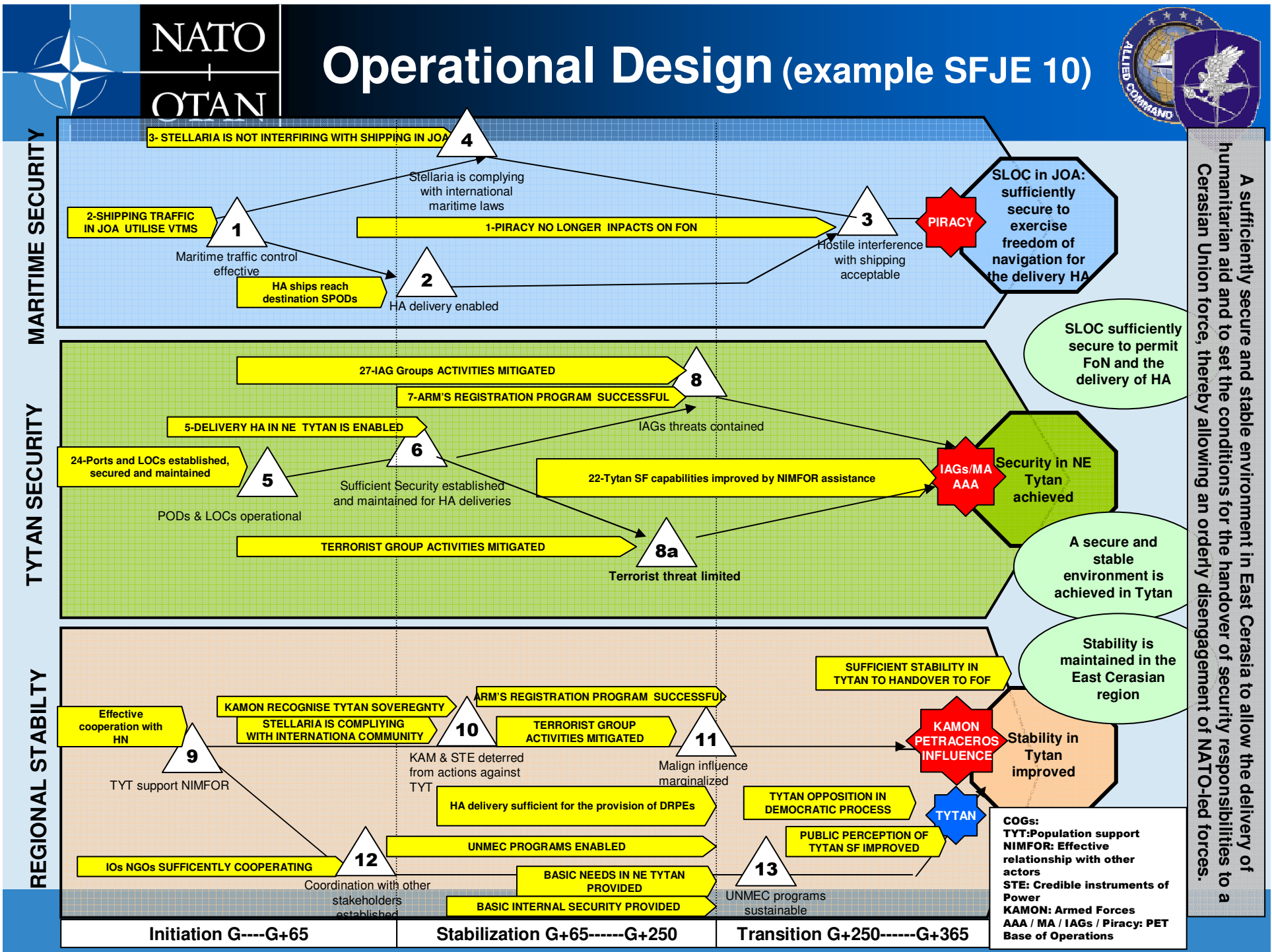
Lines of Operation

In a campaign or operation, a logical line (s) linking effects and decisive conditions in time and purpose to an objective.

Centre of Gravity

Characteristics, capabilities or localities from which a nation, an alliance, a military force or other grouping derives its freedom of action, physical strength or will to fight

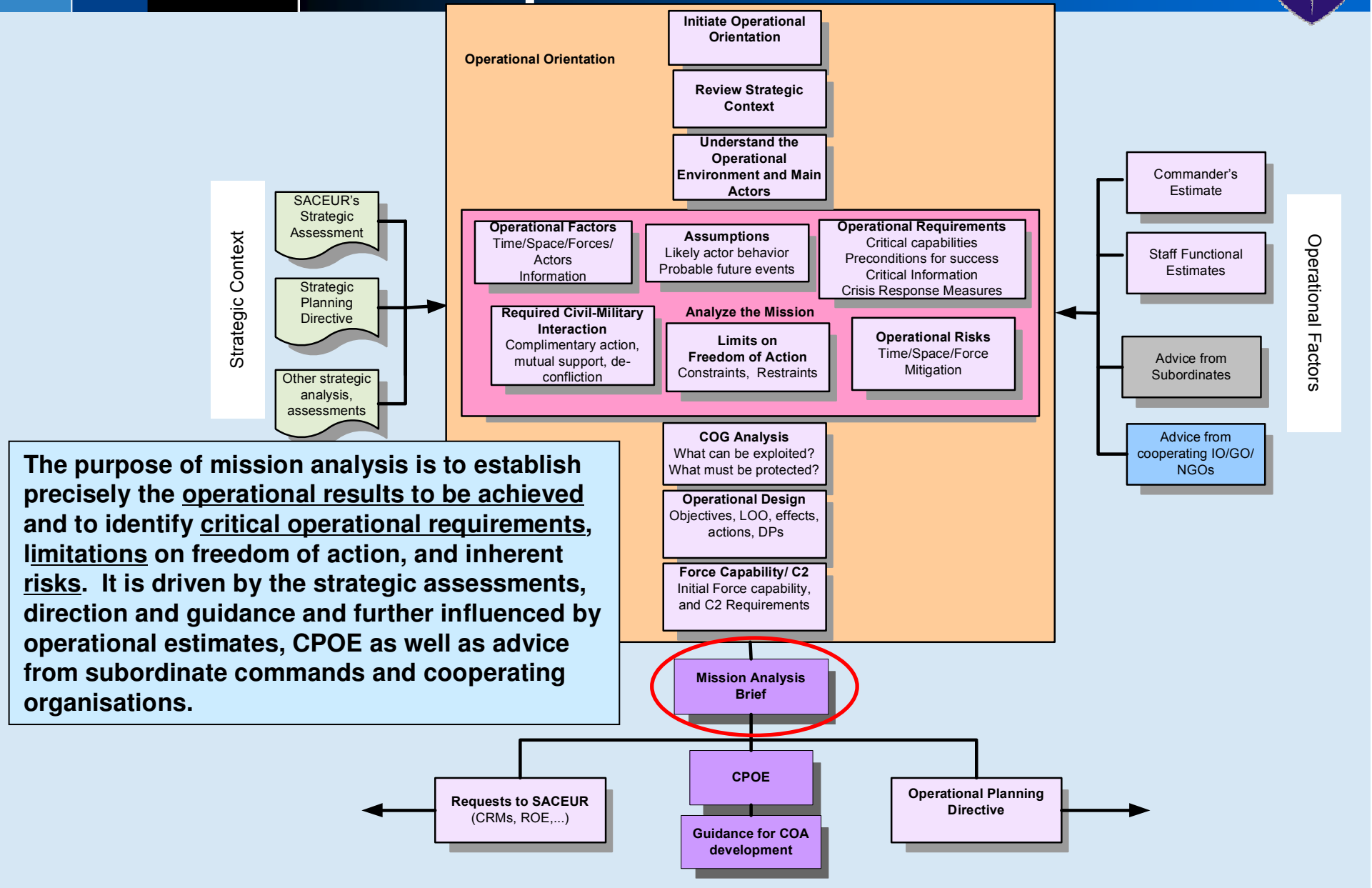
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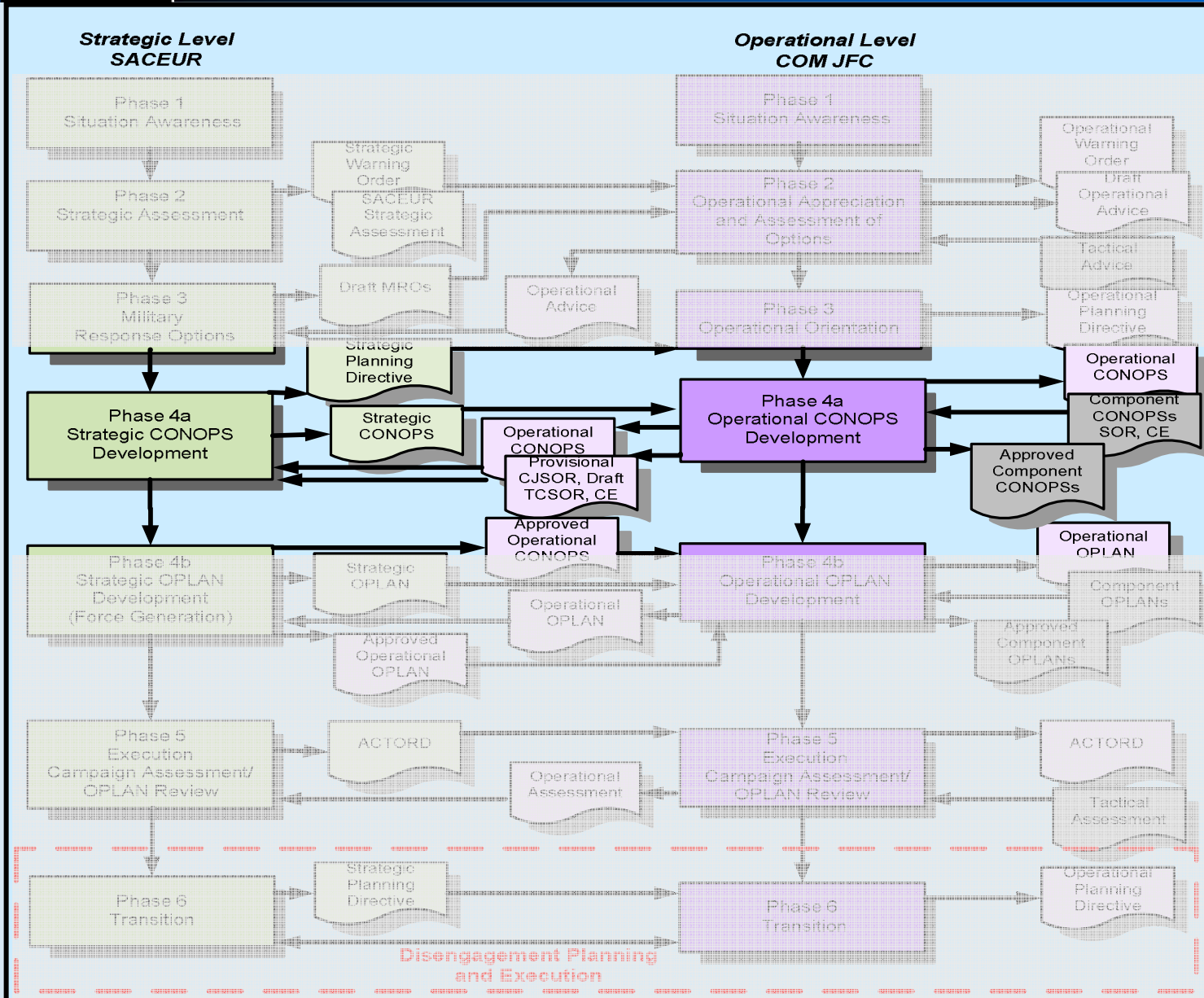
Phase 3 – Response Options/Orientation





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Phase 4a – CONOPS Development



Purpose:

- Determine how best to carry out operations that will accomplish the mission.

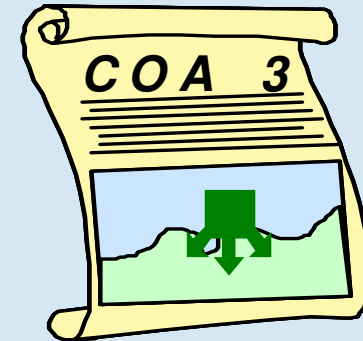
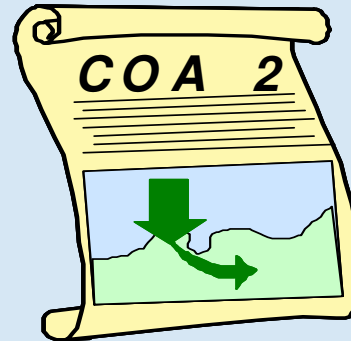
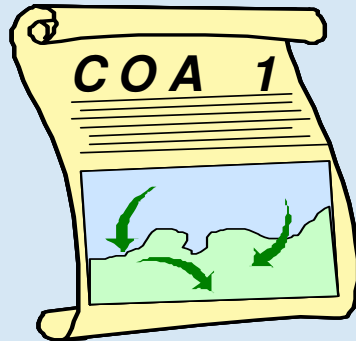
Product:

- Concept of operations.
- Proposed target sets and, as appropriate, target categories.
- Rules of Engagement Request (ROEREQ).
- Combined Joint Statement of Requirements (CJSOR).



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Course of Action



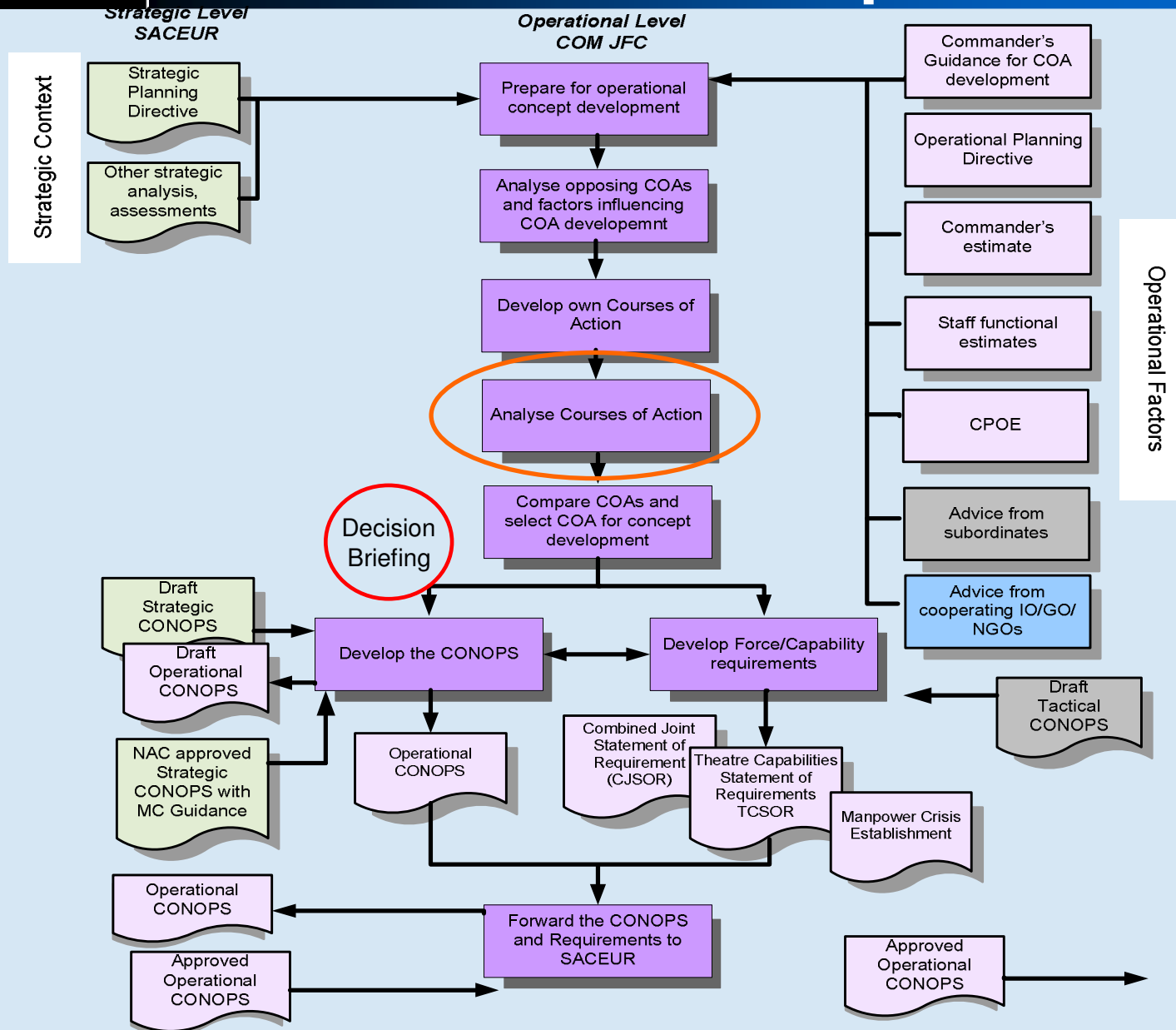
- A method for accomplishing the mission.
- A way to implement the operational design by arranging actions in space and time in order set the conditions required to reach the End State.

Who, what, when, where, why and how



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Phase 4a – CONOPS Development



ACTION



REACTION



**COUNTER
ACTION**



**COGNITION/
ADJUSTMENTS**

Wargaming

Key Facts/Assumptions

Map

Synch Matrix

Specialist Staff

Red Players

Game
Referee

Recorder

Game
Facilitator

Red COA
Lead

Game Map/Tokens

**WHITE
CELL**

Own COA
Lead

Component LNO

**GREEN
CELL**

Additional Recorder

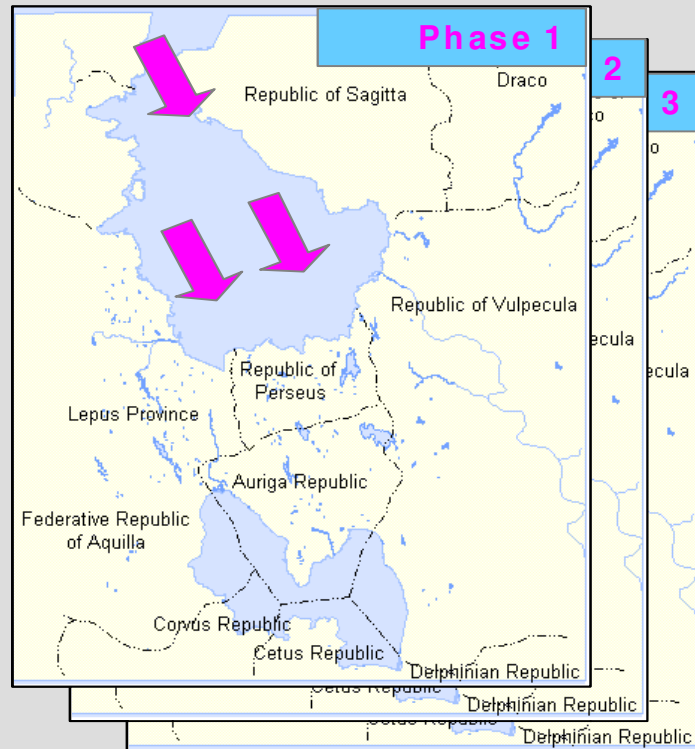
Blue Players





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COA – Decision Briefing



Phase 1 Intent

Description

Start/End

Decisive
Points
achieved

COGs
Own
Enemy

Op Design

DPs
Own/OPFOR
Objectives
End States

Op Timeline

Assumptions

C2
Arrangements
(Task Organization)

Synchronizationmatrix



Requests
For
Info
(RFIs)

Cmdr's
Critical
Info
Requirements
(CCIR)

Commander's
Decision Points

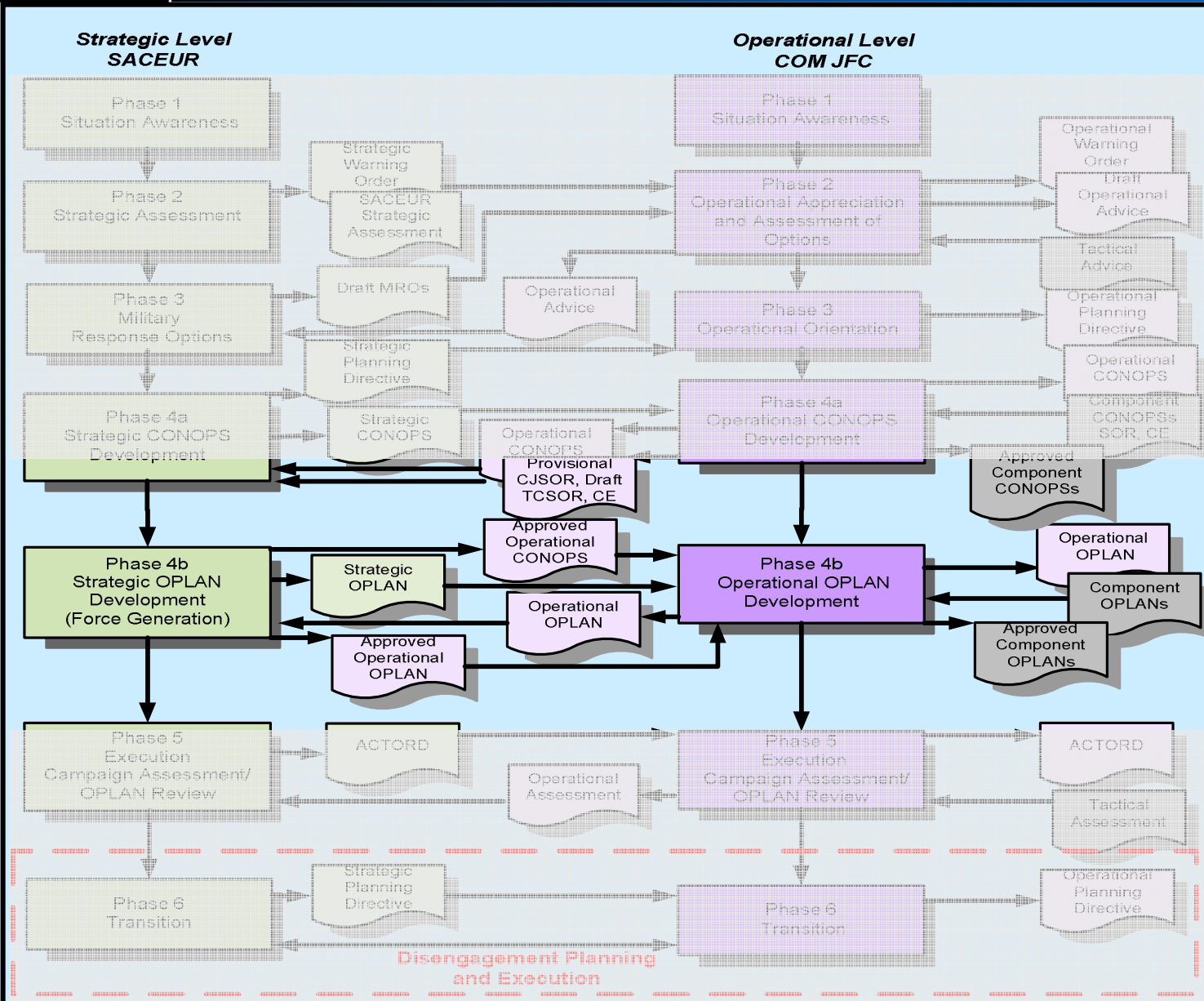
Tasks
to Troops

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Phase 4b – OPLAN Development



Purpose:

- to develop the arrangements and further specify the required activities;
- to implement and specify the concept of operations;
- to provide a basis for planning by subordinate/supporting commands.

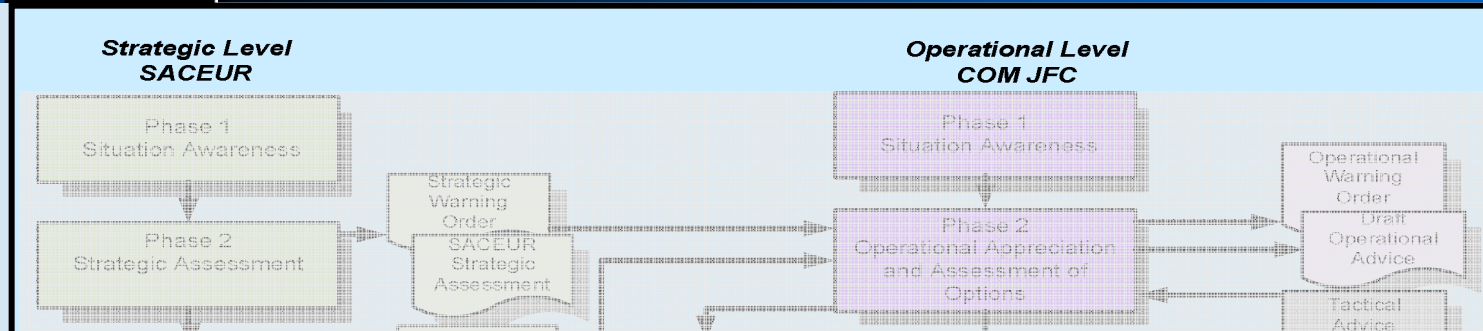
Product:

- Crisis Response Planning: an executable OPLAN.
- Advance Planning:
 - Contingency Plan (COP), or
 - Standing Defence Plan (SDP).

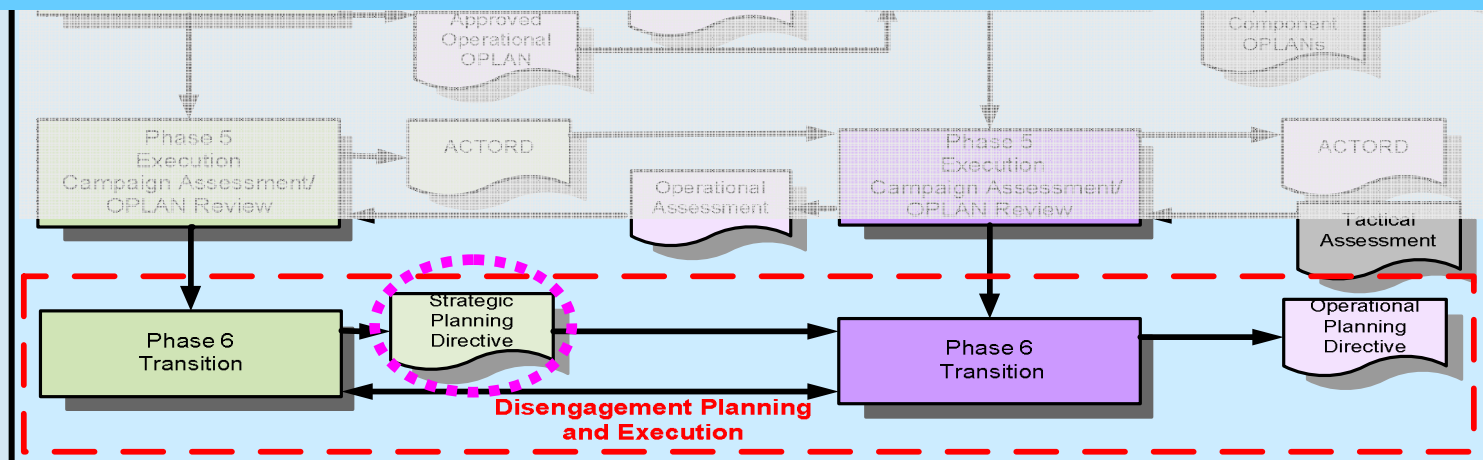


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Phase 6 – Transition



The purpose is to develop and coordinate OPLAN for the handover of responsibility to the UN, other international organisations (e.g. EU) or indigenous actor in the crisis area and withdraw NATO forces in a controlled manner so as to avoid this action being a destabilising influence in the region.



- **It is a trial/interim version**
 - An evolution, not a revolution
 - Still discrepancies
 - A lot of good – new ideas in COPD

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ALLIED COMMAND OPERATIONS
COMPREHENSIVE OPERATIONS
PLANNING DIRECTIVE
COPD INTERIM V1.0

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Summary & take away (2)



- Different mindset – Comprehensive Approach (MPEC)
- Staff at several levels will collaborate to produce the deliverables in concert
 - Increased inclusion and transparency
 - Increased number of actors
 - Increased interaction.
- Transparency and information management
- The planning outputs has not changed a lot – deliverables are the same (CONOPS, OPLAN)

Summary & take away (3)



- **The Operational Planning Process continues to evolve.** There are still too many moving parts
- **Working definitions** – terminology still to be ratified
- **COPD – Still under continuous review**
- Lots of **associated doctrinal work** (handbooks, AJP, etc).



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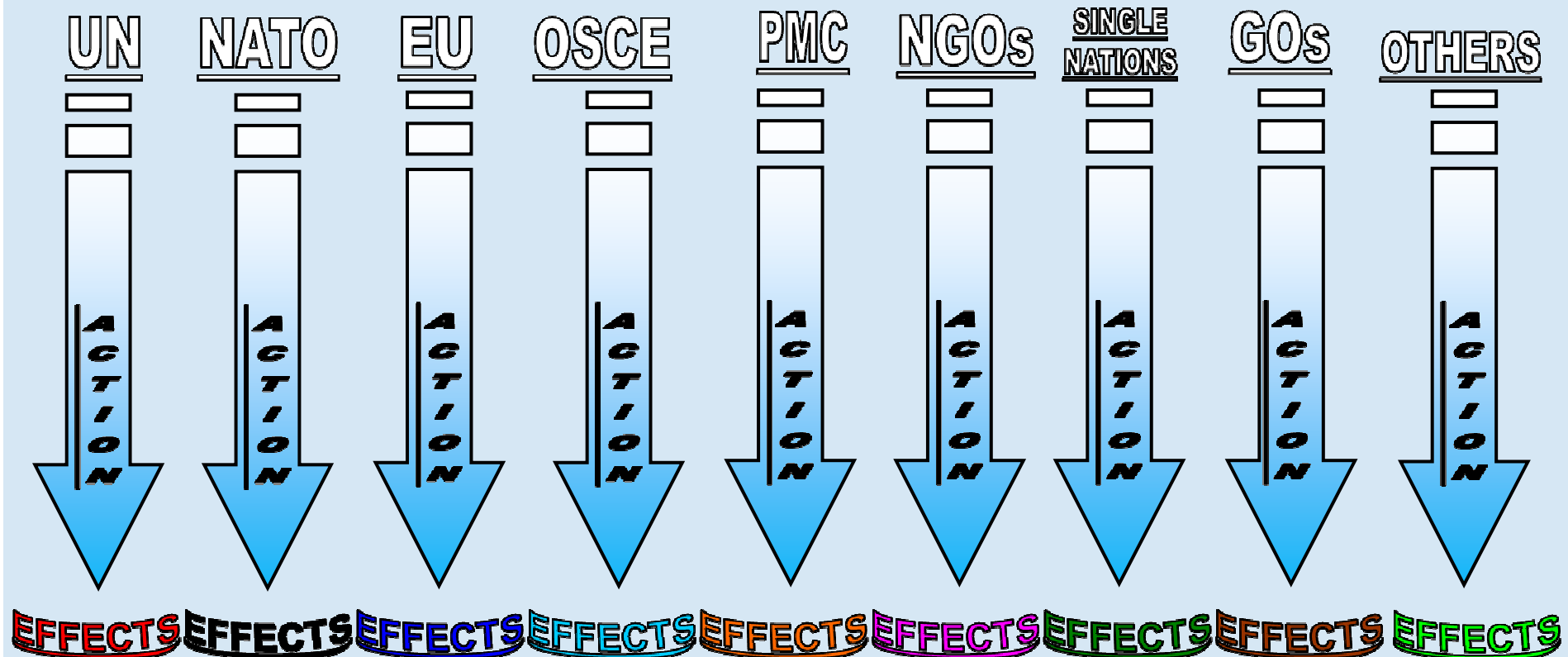
Questions





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Current Situation



Each actor produces uncoordinated actions that generate unplanned effects

RESULT

Crisis solution impossible to predict

Success guaranteed only by continuous IC presence

Long term commitment (and higher cost) as a consequence

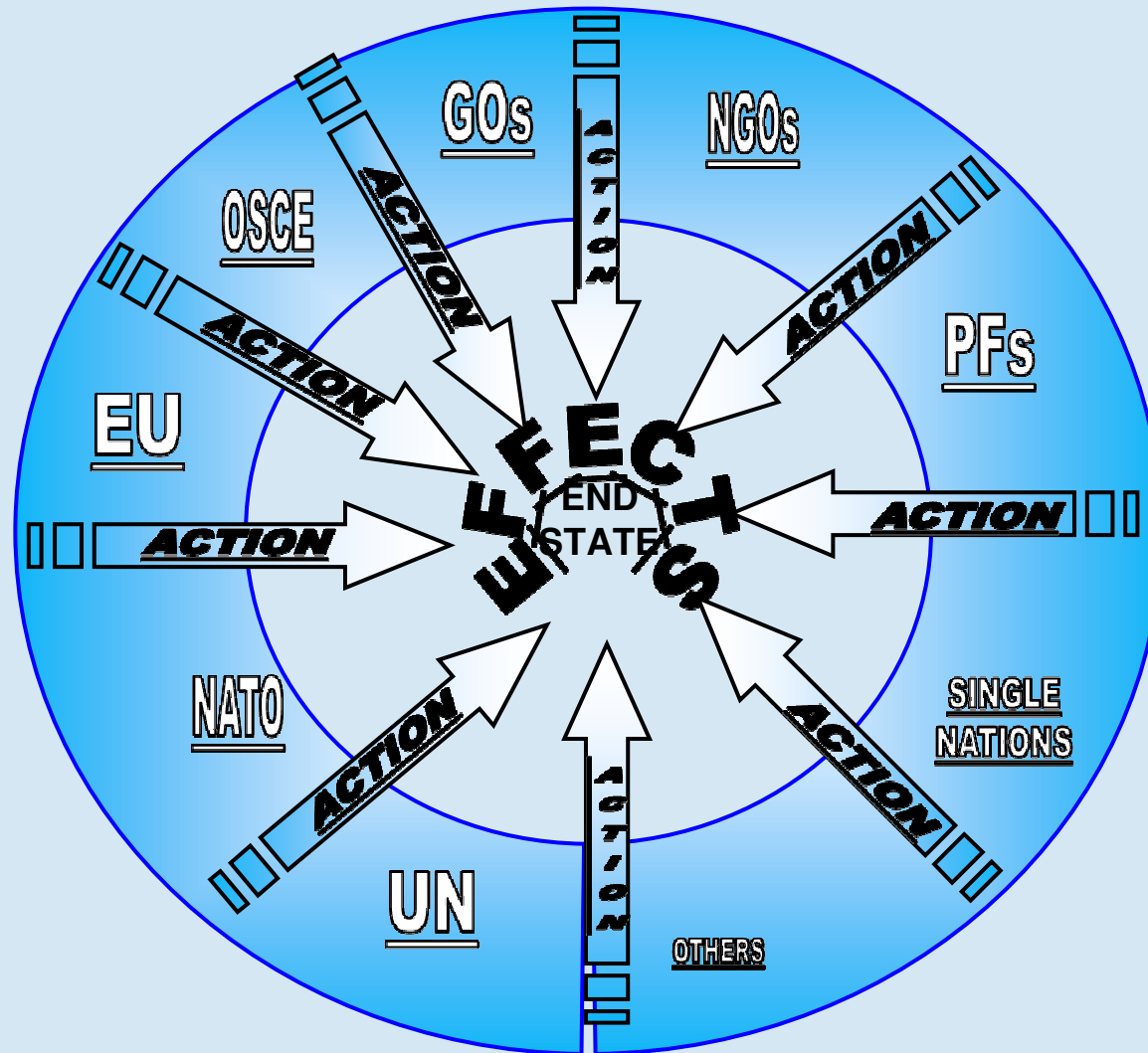


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Comprehensive Approach Outcome



CO
OR
DI
NA
TION



CO
OR
DI
NA
TION

A Comprehensive Approach seeks to produce coordinated actions aimed at realizing desired effects in order to achieve an agreed end state.



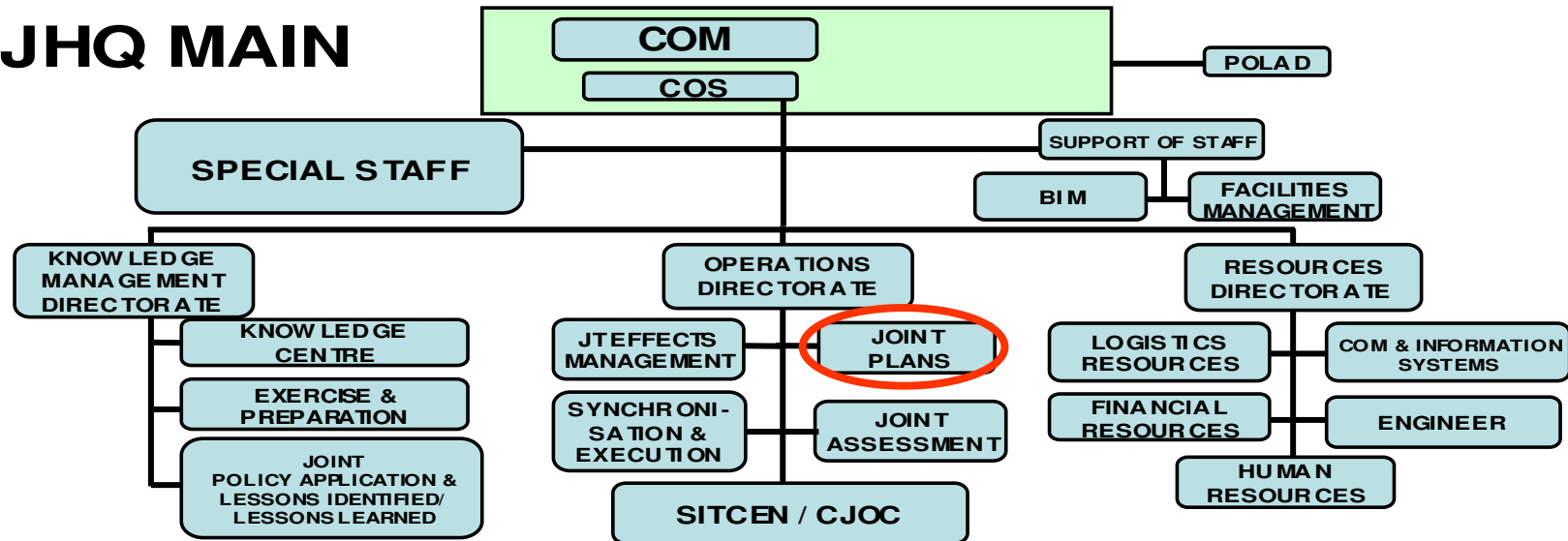
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JPB/JFC, Main and FE Current Situation

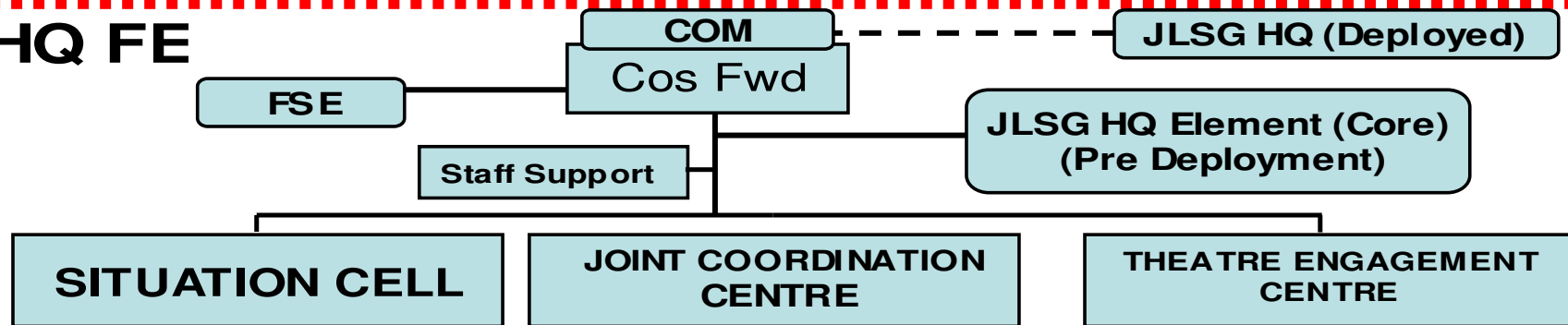


OPERATIONAL STRUCTURE

JHQ MAIN



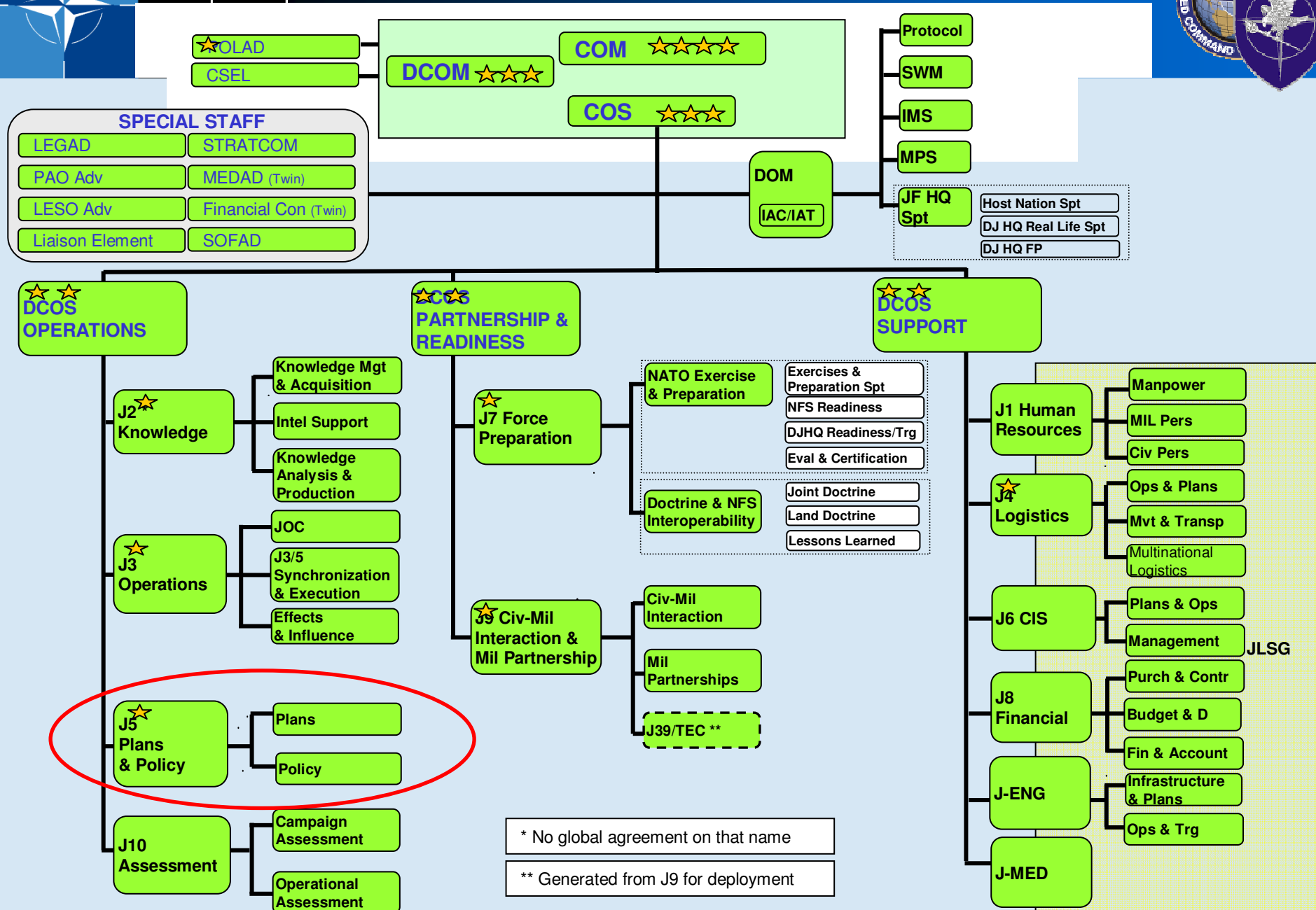
JHQ FE



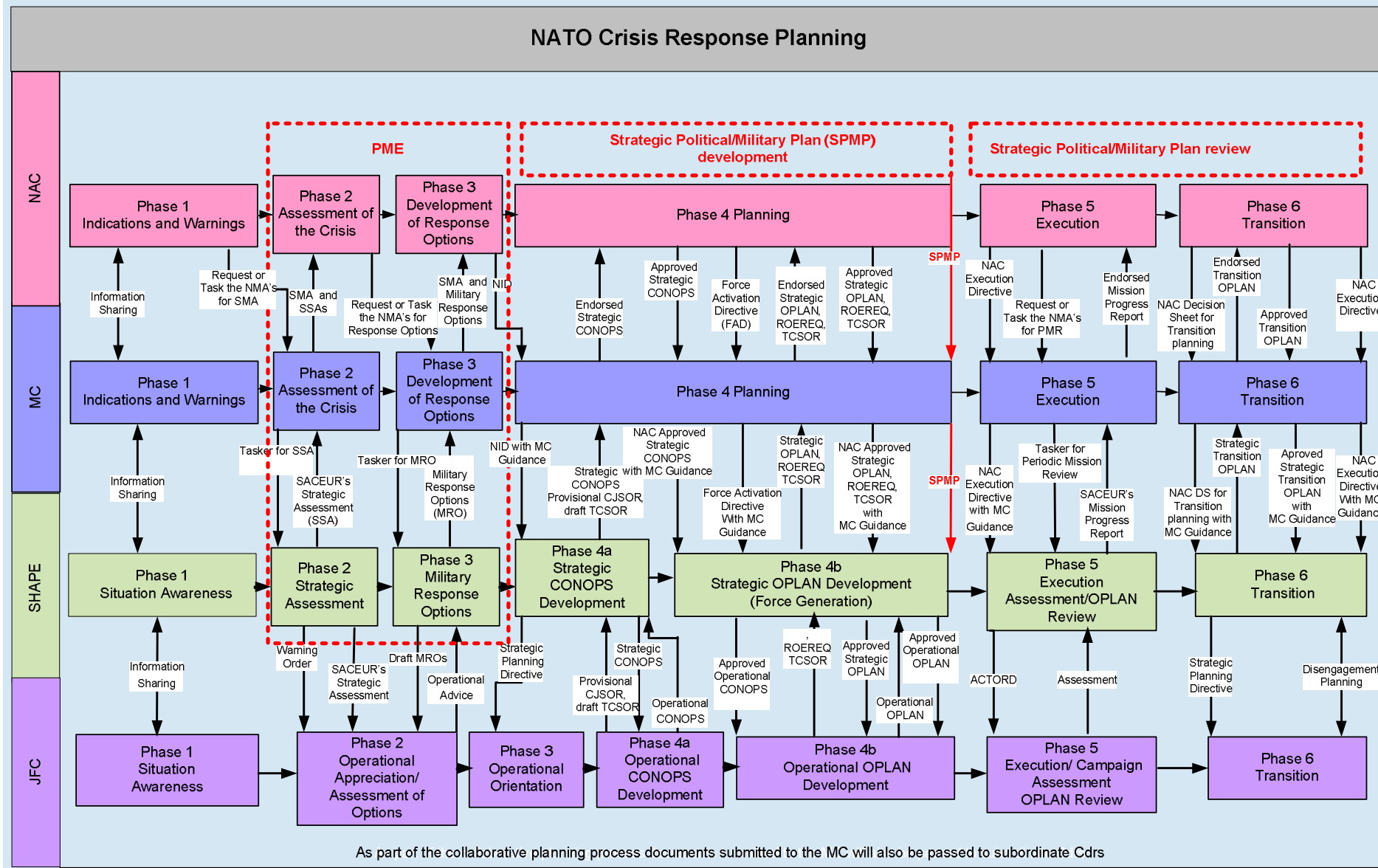


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Future JFHQ v1.8 Model



NCRS and Planning





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CPOE – elements

(Comprehensive Preparation of the Operational Environment)

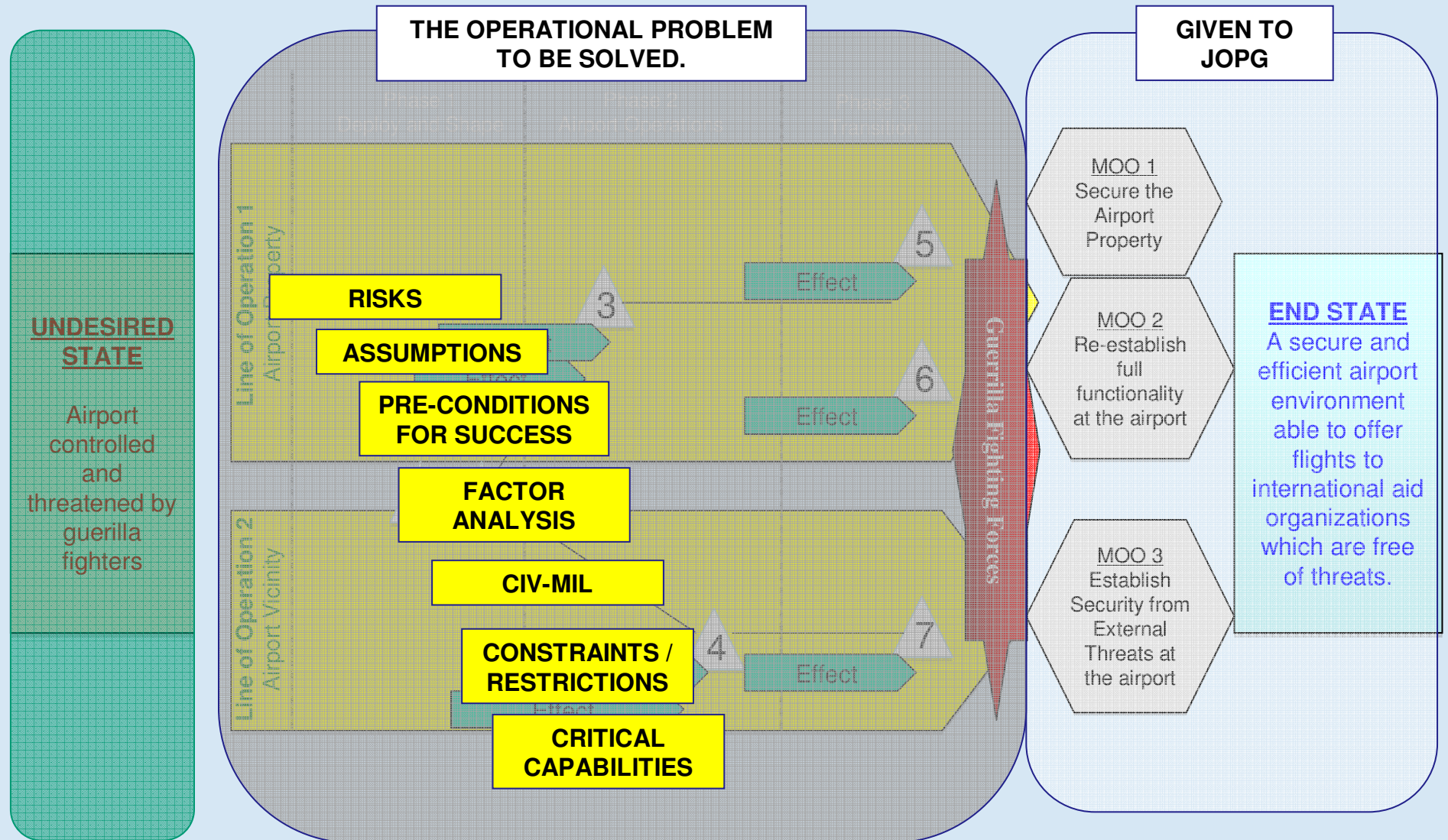


Characteristics	Operational Impact
Theatre geometry	Possible access, staging, entry, operating areas, bases and distances, lines of communications, sustainment, etc
Geographical/oceanographic characteristics	Observation, obstacles, movement/mobility, key terrain, littorals, choke points, international sea lanes
Meteorological characteristics	Visibility, ground mobility, air operations, maritime operations, risks to exposed personnel
Population demographics	Human development, population movement, displaced populations/refugees, dependence on humanitarian aid, populations at risk, unemployment
Political situation	Credibility, popularity, effectiveness of governments to provide for the basic needs of the populace, opposition, stability, status of forces agreements, rule of law,
Military and security situation	External/internal threats, surrogates and proxy forces, illegally armed groups, extremism/terrorism, operational areas, military dispositions, police, para-military activity.
Economic situation	Availability of money, food, energy, raw materials, industry, services
Socio-cultural situation	Social cohesion/conflicts, dominant groups, extremism
Health and medical situation	Risk of famine, diseases, epidemics, environmental hazards, available medical support
Infrastructure situation	Adequacy of transportation and communications nodes and networks; POL storage and distribution
Information and media situation	Control/bias/manipulation of media, public access to information, use of propaganda, robustness of communications



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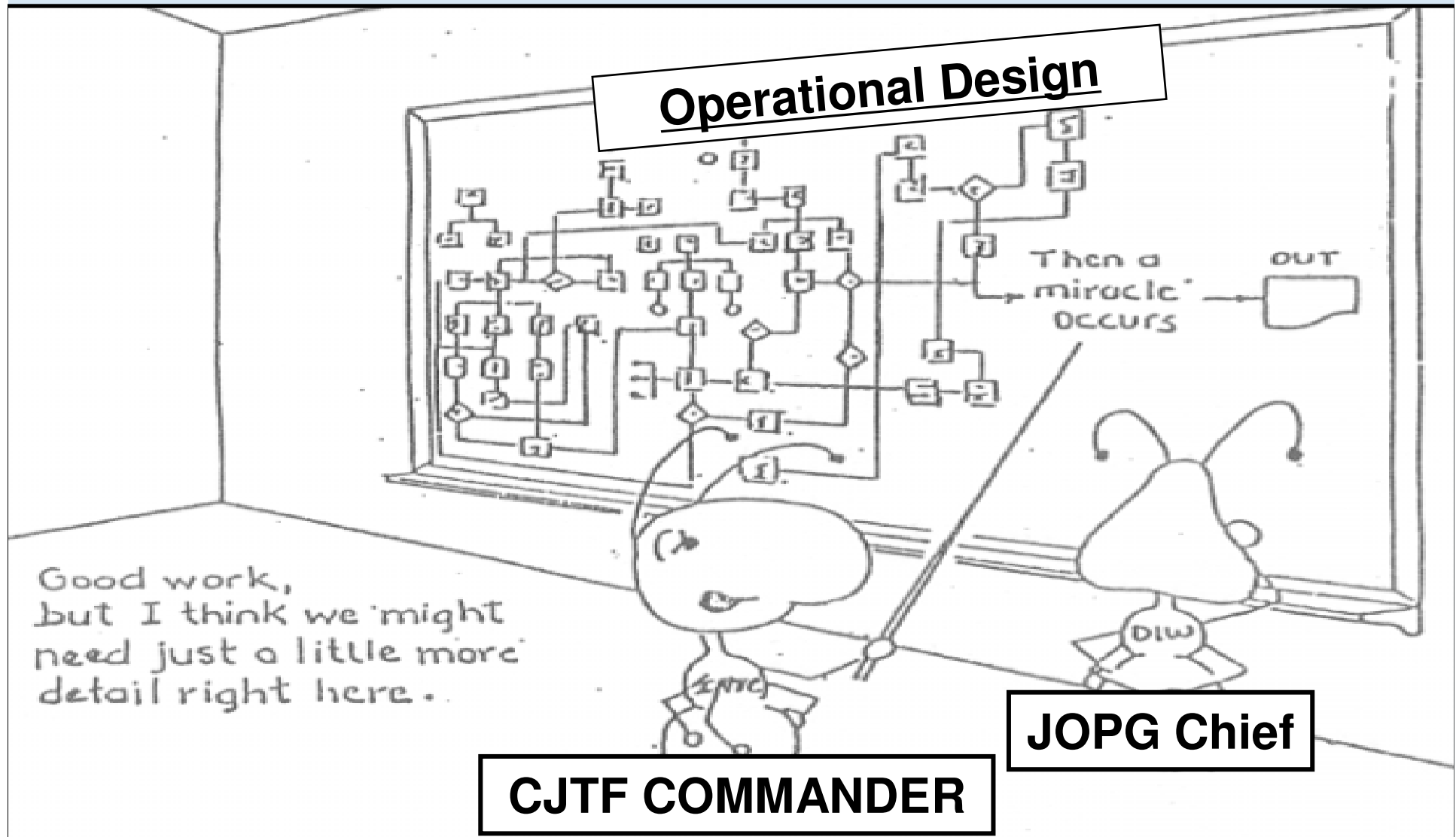
Operational Design (example)





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Operational Design





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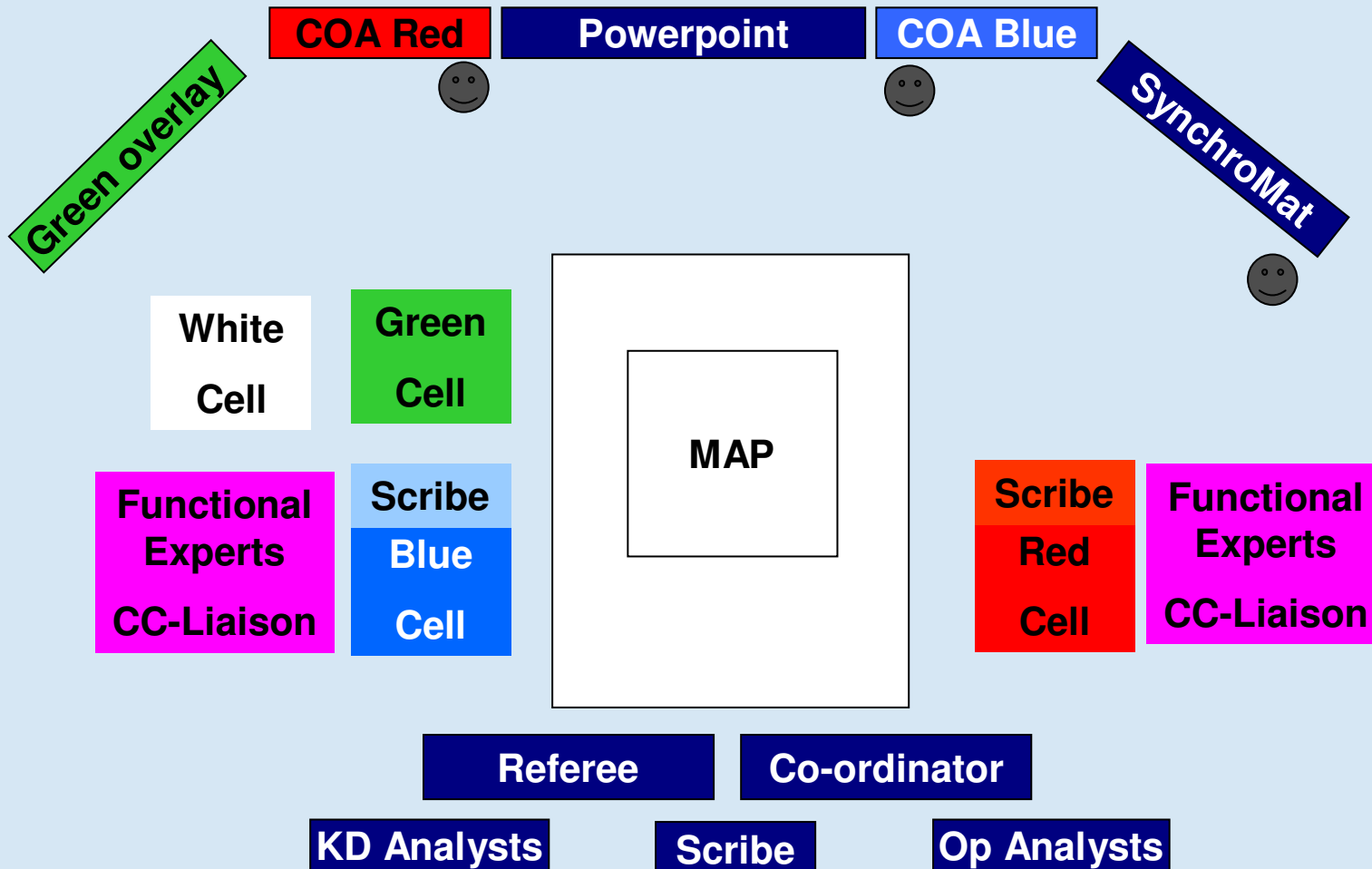
Course of Action development

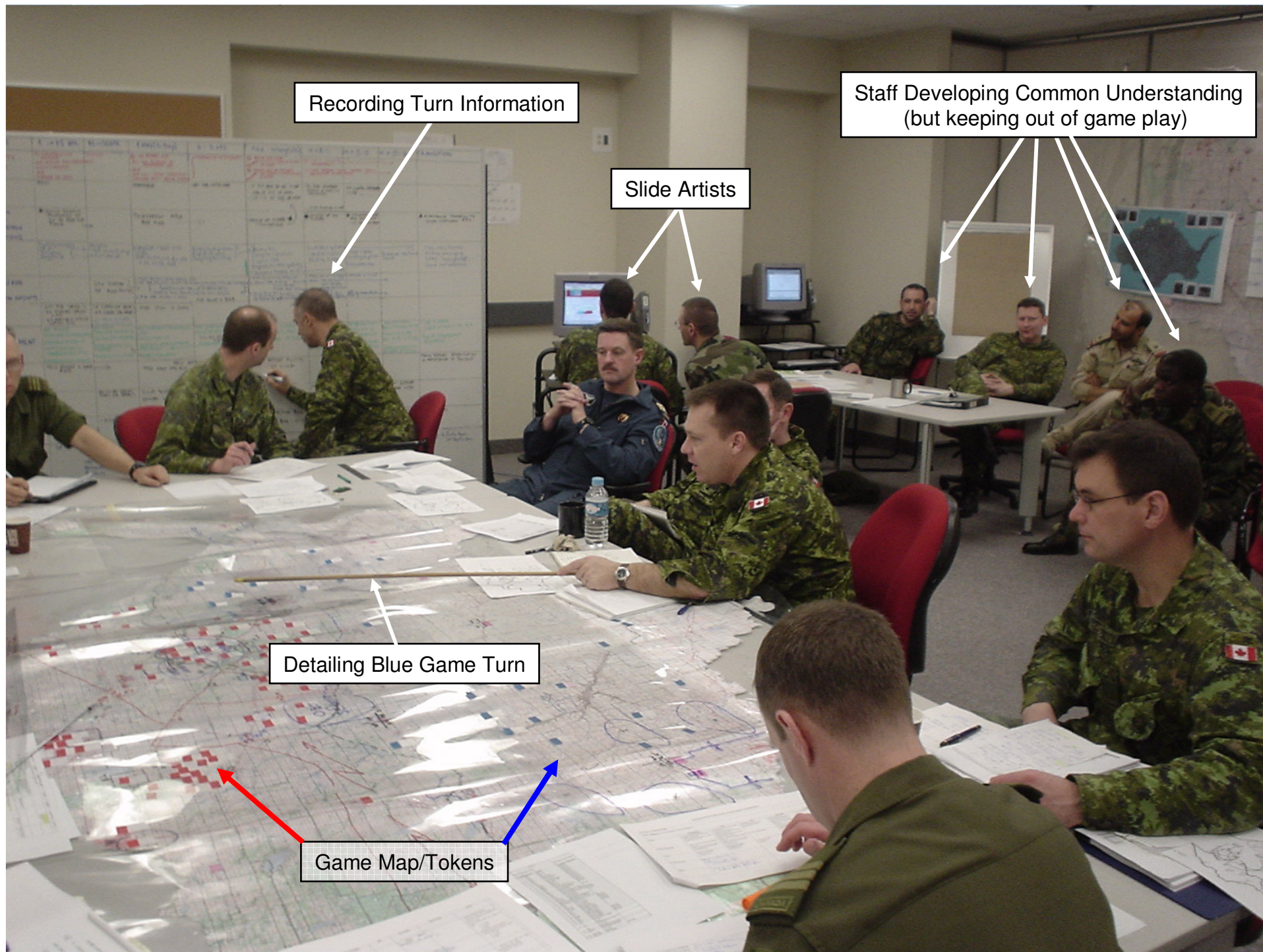




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Infrastructure Requirements

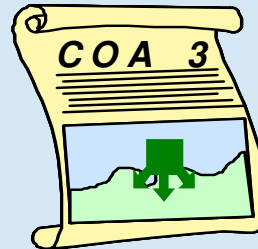
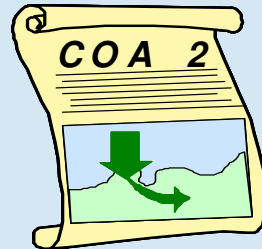
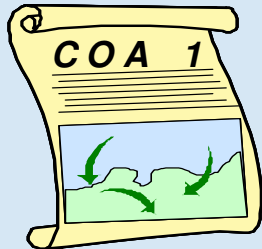






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Commanders Selection Criteria

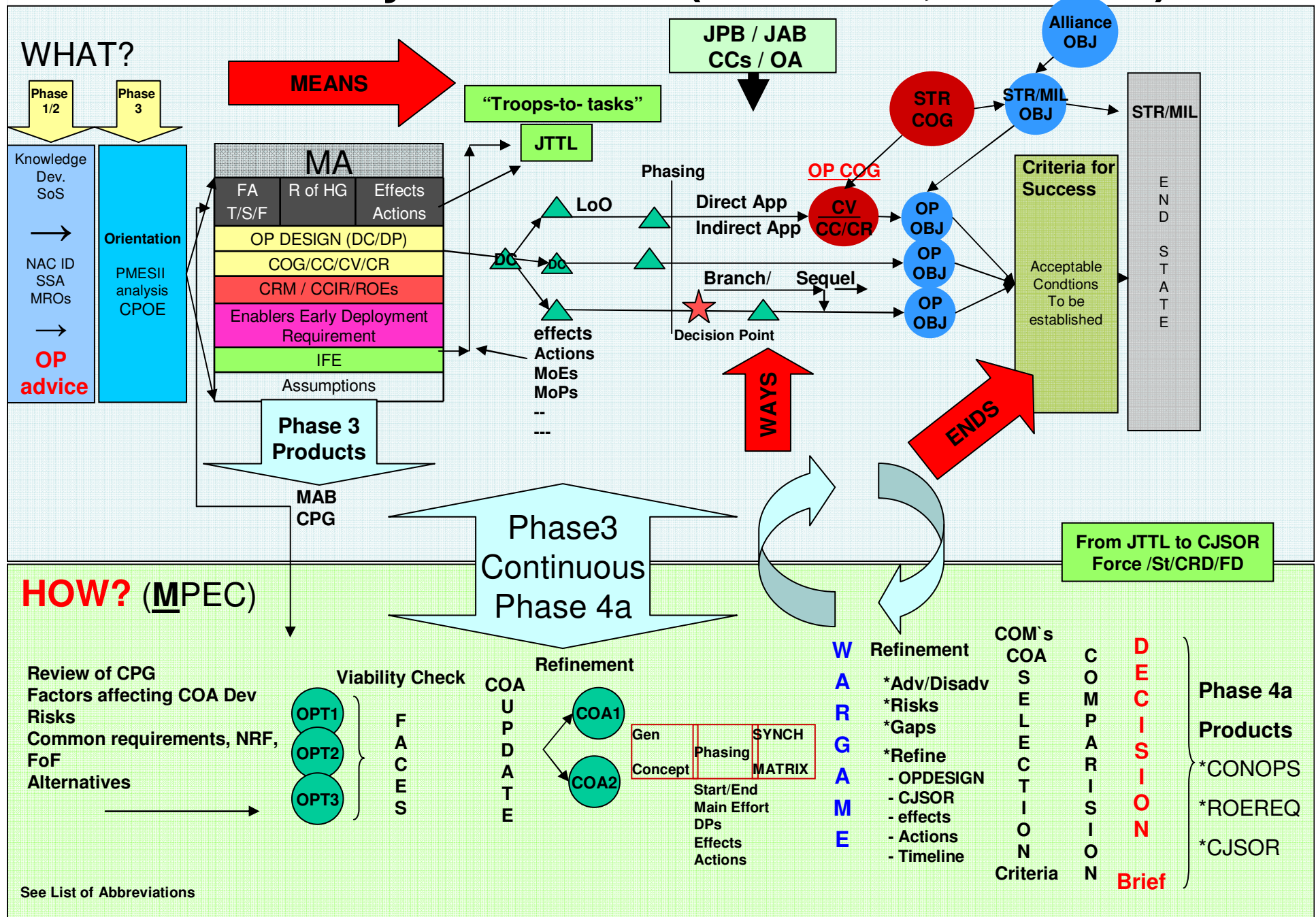


Example

- Flexibility
- Tempo
- Operational risk
- Logistic simplicity
- Collateral damage

**COA
recommendation**

Overall layout of OPP (Phases 2, 3 and 4a)





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Crisis Response Planning

