Naval Operational Planners

This Briefing is UNCLASSIFIED
Navy Planners in the Fight?

SAW
Staff Coll + 12
Month Planner Crs
15/yr
Direct to staff billets

SAMS
Staff Coll + 12
Month Planner Crs
80/yr
Detailing at FLAG level

NOPE
Staff Coll + 3
Month Planner Crs
8/yr ~ < 40%
placement
Detailing limited
by Career Needs/Timeline

SAAMS
Staff Coll + 12
Month Planner Crs
25/yr
Detailing at FLAG level

NAVY OPERATIONAL PLANNERS HAVE NO STANDARD REQUIRED TRAINING PIPELINE

Marine Corps

Army

Air Force

Navy Planners Need Comparable Preparation to Articulate and Coordinate Navy Requirements and Capabilities

Selection/Placement
Curricula
What is a Naval Operational Planner?

- Officers whose duties require substantial background in Naval capabilities and planning combined with an in-depth education in Joint Warfighting.
- Typical Billets: JFMCC Planning Staff, JFACC, JFLCC, Battle Group Planning Staff, JTF/Combatant Command J3/J5

Provide the vital maritime planning link between strategic objectives and tactical execution for joint/combined forces.
Background

• Desert Storm: Analysis showed that the Navy was poorly prepared for planning in the Joint Operational arena. (CNA Report of 92-166/July 1993)
  • The few Strike Planning Team members present had limited experience in Joint Planning, were relatively junior, and had very little experience with Army and Air Force warfighting doctrine.
  • Inability to articulate Navy requirements and capabilities and then efficiently inject them into the ATO planning cycle often resulted in inefficient utilization of Naval Air assets and inability to support maritime targets.
1003V Air War Plan

- Effort started - Jan 02
- Broad Concept presented - Mar 02
- NAVCENT read into OIF Air Campaign - Jun 02
- First Navy planner assigned to CENTAF - Nov 02
- Deep Blue participated in the 1003V Planning process in Sep 02, not by design or institutional organization, but by “bubba network”.

This illustrates the issue, not just for the air plan but throughout a campaign, the Navy needs educated planners embedded in the planning process.
Staff members had limited education or experience in Operational Planning

Limited exposure to Deliberate Planning terminology and methodology

Deliberate Planning tempo made OJT feasible but negative impact in Crisis Planning scenario

Planning cycle becomes a training cycle

No process for billeting specific skill requirements

Army and Air Force fight through planning, if we don’t speak the language and understand the system, we aren’t fighting joint.
Requirements

**NAVY MUST IDENTIFY PLANNER BILLETS, AND DEVELOP STANDARD TRAINING REQUIREMENTS**

**JOINT PLANNING ENVIRONMENT**
- Joint Doctrine
- Deliberate Joint Planning Process
- JFACC JFMCC and JFLCC Planning Tools (TBMC, GCCS, JOPES, IWS, etc)
- Naval Operational Expertise

**NOT JUST GOOD GUYS, BUT EDUCATED PLANNERS!!!**

**FORCE ENABLER/DRIVER NOT JUST AN ASSET PROVIDER**

**MARINE CORPS**

**ARMY**

**NAVY**

**AIR FORCE**
Navy Training Program

• Naval Operational Planner Course (NOPC) developed at CNO direction 1997 at Naval War College (NWC)
• Implemented 1998, first class graduated 1999
  – 13 month course (NWC + 3 month NOPC)
• 25 Navy graduates to date
• 8 assigned directly to numbered fleet staff billets

NO PROGRAM FOR RESERVISTS
THIS LEAVES OUT THE PRIMARY SOURCE OF PLUS-UPS
Navy Planner Shortfalls

- Requirement not defined
- Low production
- Billets not coded (only 2 in entire Navy)
- Qualified officers only tracked/targeted by NOPC staff
  - Limited effect on detailer end-game
  - No sub-specialty code
- No plan to meet Navy requirements

THIS IS A “COMMUNITY” WITHOUT A LEADER OR A PROCESS!
Proposals

• Develop focused OPS planner training program for officers ordered to planner billets.
• Increase NOPC throughput, incorporate students from all War Colleges if needed.
• Develop an Operational Planner training program for key USNR staff augmenters.
• Develop an Operational Planning mobile training team to take training and exercises to OPS planning teams.

Need a dedicated effort to identify Navy requirements and focus a program to match the need
Course of Action

- **PUT SOMEONE IN CHARGE.** N3/N5 Sponsor planner curricula and billets.
  - Establish OPS Planner Training requirements (Billet identification and coding)
  - Develop OPNAV/NAVPERS/NWC MOU creating responsibilities and requirements

- **CNET/NWC:** Mitigate follow-on assignment to planner billet issue
  - Establish stand-alone planner course (PIPELINE TRAINING-3-4 months)
    - In addition to NOPC?
    - In place of NOPC?

- IS THIS AN IMPORTANT CAPABILITY FOR OUR NAVY?
Way Forward

1. Intend to show brief to:
   • N5
   • N1 Officer Policy
   • CNET
   • C5F, C6F, C7F
   • CFFC
   • JFCOM
   • NWC
   • CPF
   • CNE

2. Return to N3/N5 with concrete recommendations
The proposed way forward on this project is as follows:


2. N3/5 Deep Blue solicit input from Navy/Joint Claimants to establish a numerical requirement.

3. N3/5 host NWC/PERSCOM for a Navy Operational Planner conference. Outbrief will be a roadmap for changing the NOPC program to meet the established requirement.

4. N3/5 coordinate approved program modifications. Establish N5 as the N3/5 Executive Agent for Naval Operational Planners.

5. N35 submit Letter of Change request to Navy Manpower Analysis Center, requesting appropriate modifications to NAVPERS Manual 15839: This will modify the Primary Consultant to OPNAV N3/5, and make some minor changes to the JP-X AQD.
BACKUPS
Objectives

• Define Naval Operational Planners
• Outline current training programs and requirements
• Detail deficiencies in organization, training and management for operational planners
• Recommended courses of action
Why aren’t we placing NOPC Grads?

- Only **two** Navy billets coded JP-3
- 6 Navy Officers with NOPC level training currently serving in component commander level (N3/N5) or combatant commander level (J3/J5) billets
- No placement program for this AQD
- Conservative estimate of 80-100 billets would greatly benefit from this training

**NO ONE IS IN CHARGE!**
OPERATIONAL PLANNERS SERVE AS JOINT COORDINATORS, MATCHING COMPONENT CAPABILITIES TO JOINT TASKING AND COMPONENT REQUIREMENTS TO JOINT CAPABILITIES
Joint Planners

**AQN CODES**

- **JP-1**: Graduate of NOPC/SAMS/SAW/SAASS
- **JP-2**: Completed tour in a JP-3 coded billet
- **JP-3**: Officer who has graduated NOPC/SAMS/SAW/SAASS and completed a tour in a JP-3 coded billet
- **JPME-1**: Graduate of Intermediate level service school

**WHY ARE WE USING AQD INSTEAD OF SUB-SPECIALTY CODES?**

SUB-SPECS USED FOR GRAD LEVEL EDUCATION
JPME vs JP-1/3

**JPME-1**
- Introductory Level Joint Education
- Meets the JCS requirement for understanding in:
  - NCA Framework
  - Joint Doctrine
  - Joint & Multinational War
  - Joint Planning and Execution
  - IO and C4

**JP-1**
- JPME-1 plus
  - In depth Deliberate Planning Process
  - Multiple iterations of the Crisis Planning Cycle
    - Commanders Estimate
    - Commanders Intent
    - Concept of Operations
    - Tasking
  - Deliberate execution with detailed debrief from NWC Staff

JPME PROVIDES UNDERSTANDING OF JOINT ORGANIZATION AND CAPABILITIES
JP-1 PROGRAMS PROVIDE TRAINING AND EXPERIENCE IN IN-DEPTH JOINT PLANNING
## Career Paths

### Aviation

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<th>Screen</th>
<th>CO2</th>
<th>CO1</th>
<th>DH</th>
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- **CO Tour** Sea/Overseas
- **XO Tour**
- **FRS**
- **Third Sea Tour**
- **Second Sea Tour 24 Months**
- **Second Shore Tour/FRS**
- **First Shore Tour 30 Months**
- **FRS/TRACOM/NPS/NRD/STA FF**
- **First Squadron Sea Tour 36 Months**
- **FRS**
- **Flight Training**

### Submarine

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<tr>
<th>Screen</th>
<th>CO3</th>
<th>CO2</th>
<th>CO1</th>
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- **Command Tour**
  - **PCO**
- **Post XO Shore Tour 18 Months**
- **Post DH Shore Tour 24 mos**
- **ENG/NAV/WE ENG/NAV/WE ENG/NAV/WE ENG/NAV/WE**
- **PS**
- **SOAC**
- **First Shore Tour 30 Months**
- **FRS/TRACOM/NPS/NRD/STA FF**
- **First Sea Tour 36 Months**
- **Initial Training**

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**CURRENT 1 YEAR PROGRAM DOESN’T FIT WELL, NEED MORE OPTIONS FOR THIS TRAINING**
### Navy Operational Planner?

#### NWC CURRICULA

- **Naval War College core curriculum**
  - Strategy and Policy
  - Joint Maritime Operations
  - National Security Decision Making

- **Required Electives**
  - War At and From the Sea
  - War in the Littorals
  - Foundations to Planning

#### NOPC (3 month course)

- **Summer Session NOPC**
  - Crisis Action Planning/Execution (6 cycles)
  - Research
  - Deliberate Planning
  - Concept Plan Development (1 cycle)
  - Briefings

- **Only offered once a year**
Other JP-1 Planner Curricula

- USMC School of Advanced Warfighting (SAW), (24 months)
- School of Advanced Military Studies (SAMS) (24 months)
- USAF School of Advanced Air and Space Studies (SAASS) (24 months)
- 11 active duty Navy graduates of these programs have been designated JP-1
## Selection

<table>
<thead>
<tr>
<th>NOPC</th>
<th>SAW</th>
<th>SAMS</th>
<th>SAAS</th>
</tr>
</thead>
</table>
| **Eligibility** | Detailer Screen URL Officers (Career point, performance, etc) Selected for NWC | 1. ILS  
2. Volunteer | 1. ILS  
2. Volunteer  
3. Written application process including two essays.  
4. Interview (SAMS DH) | 1. ILS  
2. Volunteer  
3. Masters degree or >2.75GPA Bachelors  
4. < 16yrs active duty |
| **Selection** | NOPC Staff Selection (Performance, qualifications, community mix)  
PNWC Screens | 3. Written Application with essays  
4. **Board Screened**, all applicants board interviewed | **Board screened**, to include Performance, qualifications, community mix, writing skills. | 5. Written Application  
6. Interview  
7. **Board Screened** |
| **Approval** | BUPERS (Current AQD sponsor)  
Approval | Director CSC and Pres. MCU  
Service HQ | Screening Board PERSCOM  
Branch Equity | Air Force Central Selection Board |
# Time Investment

## MONTH

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<th>3</th>
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<th>5</th>
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<th>20</th>
<th>21</th>
<th>22</th>
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<th>24</th>
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### Naval War College
- Intermediate Level Service School

### NOP C

### SAMS/SAW/SAAS
- Military Decision Making
- Foundations of Operational Art
- Operational Planning
- Future War
Advanced Curricula

USMC School of Advanced Warfighting (SAW)
- Foundations of Operational Art
  - Campaigns
  - Military Innovation
  - Contemporary Institutions
- Operational Planning
  - Series of Planning Problems
  - Mission analysis, course of action development
  - Marine Corps Planning Process
  - SAW students are facilitators for CSC students
- Campaign Rides
  - Onsite exploration of battlefields
  - Explore operational issues
- Future Warfighting
  - Pressure of Changing Conditions

ARMY School of Advanced Military Studies (SAMS)
- Military Decision Making
  - Systems Thinking
  - Critical Thinking
  - COA Development/Analysis
- Development of Operational Art
  - Planning Practice/Introduction
  - Campaign Study
  - Moral Domain of Battle
- Contemporary Campaign Planning
  - Series of Planning Problems
  - Application of
- Future of Military Operations

12 MONTHS (After Staff College)
Curricula continued

School of Advanced Air and Space Studies (USAF)

- Military/Airpower/Spacepower
  - Employment theory
  - Analytical Techniques
- Historical Perspective
  - Conceptual Evaluation
- Operational Planning
  - Series of Planning Problems
  - Mission analysis, course of action development
- Additional tailored courses for those en route planner billets (GCCS, JOPES, CAOC, etc)

12 MONTHS (After Staff College)
Program DELTA’s

SAMS/SAW/SAASS
- 24 Total Months
- Extremely selective/board screened
- Dedicated emphasis on numerous historical engagements
- Numerous wargames and planning scenarios (7-9)
- Future assignments managed at FLAG level

NOPC/NWC
- 13 Total months (NOPC=3mos)
- Limited Screening
- Less development of historical perspective
- Multiple Crisis Action Planning Exercises (6)
- Multiple Wargame Scenarios
- One Significant Deliberate Plan Development (10 weeks)
- Management of future assignments limited to follow on staff tour (if it fits in with career timing)

LIMITED SELECTION CRITERIA FOR THIS PROGRAM COMBINED WITH LIMITED TRACKING AND BILLET ASSIGNMENT
## NOPC Output

### 2003 | 2004
---|---
NOPC | 8/8 | ~8/8*  
SAMS | 0/2 | ~1/2  
SAAS | 0/2 | ~0/2  
SAW | 1/2 | ~1/2*  
**Totals** | **10 ~11**

* Only 7 Unrestricted Line Officers  
** Restricted Line Officer

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**NOT ENOUGH THROUGHPUT**
### Post NOPC Placement

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders to fleet/staff billet</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1999</td>
<td>1 of 7</td>
<td>14%</td>
</tr>
<tr>
<td>2000</td>
<td>4 of 7</td>
<td>57%</td>
</tr>
<tr>
<td>2001</td>
<td>3 of 5</td>
<td>60%</td>
</tr>
<tr>
<td>2002</td>
<td>0 of 6</td>
<td>0%</td>
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<tr>
<td>2003</td>
<td>5 of 8</td>
<td>63%</td>
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</table>

- 20 of 33 screened for XO/CO tour
- 2 of 6 with orders to a staff billet were Intel Officers
- Most 1110 GRADS GO STRAIGHT TO CO/XO TOUR
## Placement Continued

### Other Service NOPC Graduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders to fleet/staff billet</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>• 1999</td>
<td>3 of 4</td>
<td>75.0%</td>
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<tr>
<td>• 2000</td>
<td>1 of 3</td>
<td>33.3%</td>
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<tr>
<td>• 2001</td>
<td>2 of 4</td>
<td>50.0%</td>
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<tr>
<td>• 2002</td>
<td>3 of 5</td>
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**Sub Total:** 11 of 19 = 57.9%

ONLY 39% of Navy NOPC graduates versus 58% of USAF/USA/USMC NOPC Grads are directly billeted to fleet/staff jobs!
Ops Planner Statistics

- 60% of all JP-1 AQDs screen for XO/CO
- 30% of JP-1s assigned to a staff billet are non-screen O-5’s (2003 not included)
Who are we sending to the fleet?

30% INTEL
30% NON-SCREEN O-5's
**Ops Planner Stats**

### Designator Breakdown

<table>
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<th>Designator</th>
<th>Capacity</th>
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<tr>
<td>1110 SWO</td>
<td>11</td>
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<tr>
<td>1120 SUB</td>
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<tr>
<td>1130 Spec War</td>
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<tr>
<td>1140 URL EOD/EOM</td>
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<tr>
<td>1310 Aviator</td>
<td>11</td>
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<td>1320 NFO</td>
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<td>1600 SDO C4I</td>
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<tr>
<td>1630 SDO Intell</td>
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- Not using the Officers we have trained
- Not taking advantage of school slots
- Only 45% of JP-1 Qualified Officers have EVER served on a staff*

*Less than 50% are in Planner Billets

**NOT USING ALL CLASS BILLETS!**

55% of JP-1 Officers have never served in a staff billet (to date)!