

LeMay Center announces the publication of AFDD 3-0, *Operations and Planning*. AFDD 3-0 presents the first Air Force doctrinal discussion of cross-domain integration and operational design, while expanding the effects-based approach to operations (EBAO) and planning discussion first contained in AFDD 2, *Operations and Organization*. The result is a publication that covers strategy development, operational design, planning, employment, and assessment of airpower. Design, planning, execution, and assessment are closely interrelated, since planners take the commander's overarching intent and design concept to create detailed courses of action, plans, and orders for operations, which are then executed and which are assessed during and after execution. With the publication of AFDD 3-0, AFDDs 2, *Operations and Organization*, and 3-1, *Air Warfare* are rescinded.

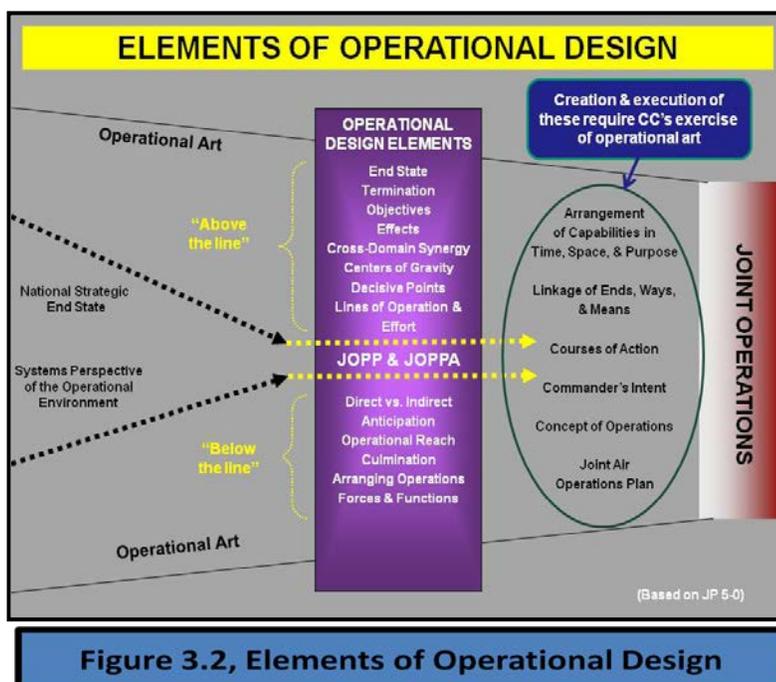
Key discussion points within AFDD 3-0 include the following:

### The Effects-Based Approach to Operations (EBAO) (page 12)

- EBAO is an approach in which operations are planned, executed, assessed, and adapted to influence or change systems or capabilities in order to achieve desired outcomes.
- EBAO is not a planning methodology; it is a way of thinking about operations that provides guidance for design, planning, execution, and assessment as an integral whole.
- EBAO is an approach in which operations are driven by desired ends (objectives and end states), and should be expressed in terms of desired effects, not defined by what available forces or capabilities can do.

### Operational Design (OD) (page 32)

- OD is "the conception and construction of the framework that underpins a campaign or major operation plan and its subsequent execution" (JP 5-0).
- OD is the first level of strategy implementation and is defined as the conception and construction of the framework that underpins a campaign or major operation plan, and its subsequent execution.
- OD rests upon **operational art**, which is the cognitive approach by commanders and staff—supported by their skill, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means.



**Figure 3.2, Elements of Operational Design**

## **Problem Framing (page 37)**

- OD begins with problem framing—establishing the context of a situation within which the commander should act in order to realize the operation’s aims, by examining the problem from many different perspectives.
- Properly done, problem framing should: determine the strategic context and systemic nature of the problem(s); synthesize strategic guidance; identify strategic trends; identify gaps in knowledge and assumptions about the problem(s); identify the operational problem(s); and devise and gain approval for the initial mission and intent statement.

## **The Relationship between Operational Design and Planning (page 60)**

- OD constitutes the “front end” of planning, since commanders should frame the problem they seek to solve and determine its scope and parameters.
- OD forms the first steps of deliberate, crisis action, and other operational planning.
- There is no clear dividing line between operational design and planning.
  - During plan execution and assessment commanders may have to deal with a change in guidance, the operational environment, or new enemy behavior.
  - Commanders may have to implement pre-planned branches or sequels that are part of the operational design element of arranging operations or even redesign their operational approach.

## **The Joint Operation Planning Process for Air (JOPPA) (page 61)**

- The JOPPA is the process by which COMAFFORs create the detailed plans they require to effectively employ airpower.
- The JOPPA produces the joint air operations plan and may also be used to produce required supporting plans and concepts, such as a long-range joint air apportionment plan, a joint air allocation plan, an area air defense plan, an airspace control plan, and operation orders.

## **Execution of Operations (page 81)**

- Execution of operations is an integral part of the overarching effects-based approach construct. Many Air Force operations are executed by means of a tasking cycle. The cycle is used with some modifications for tasking operations in the air, space, and cyberspace and is the heart of the Air Force battle rhythm.
- Once execution begins, the commander continues to guide and influence operations through the air operations directive (and, in some cases, equivalent space and cyberspace operations directives).

## **Assessment of Operations (page 94)**

- Assessment is “a continuous process that measures the overall effectiveness of employing joint force capabilities during military operations.” It is also the “determination of the progress toward accomplishing a task, creating an effect, or achieving an objective” (JP 3-0).
- In an effects-based approach, assessment should provide the commander with the answers to these basic questions:
  - Are we doing things right?
  - Are we doing the right things?
  - Are we measuring the right things?

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To view AFDD 3-0, *Operations and Planning*, [click here](#).

