

Canadian Forces Joint Publication



CFJP 3.0 Operation

(Supersedes B-GJ-005-300/FP-000 dated 2005-08-15)

Issued on authority of the Chief of the Defence Staff

**To ensure you are using
the most current version of this publication
please visit the joint doctrine website at
<http://cfd.mil.ca/doctrine>**

Cette publication est également disponible en français.

Joint Doctrine Branch
Canadian Forces Experimentation Centre
Department of National Defence
Major-General George R. Pearkes Building
101 Colonel By Drive
Ottawa, Ontario K1A 0K2

Cataloguer number: D2-252/300-2010E

ISBN: 978-1-100-14738-3 (paper)
978-1-100-14739-0 (electronic)

This publication is available online at:
<http://www.cfd-cdf.forces.gc.ca/sites/page-eng.asp?page=3488>

PUBLISHER:

Colonel R. Ken Chadder, OMM, CD

EDITORIAL STAFF:

Editor-in-Chief: Lieutenant-Colonel Victor A. McPherson, CD
Senior Editor: Major (Retired) J.J.L. Serge Pelletier, CD

PRODUCTION MANAGER:

Major (Retired) J.J.L. Serge Pelletier, CD

1st Edition, 2010

© Her Majesty the Queen as represented by the Minister of National Defence, 2010

List of Effective Pages

Insert latest changed pages, dispose of superseded pages in accordance with applicable orders.

NOTE

The portion of the text affected by the latest change is indicated by a black vertical line in the margin of the page. Changes to illustrations are indicated by miniature pointing hands or black vertical lines.

Dates of issue for original and changed pages are:

Original.....0	2010-07	Change	3.....
Change	1	Change	4.....
Change	2	Change	5.....

Zero in Change No. Column indicates an original page. Total number of pages in this publication is 92 consisting of the following:

Page No.	Change No.	Page No.	Change No.
Title	0		
ii to x	0		
1-1 to 1-10	0		
2-1 to 2-4	0		
3-1 to 3-12	0		
3A-1 to 3A-4	0		
4-1 to 4-8	0		
5-1 to 5-6	0		
6-1 to 6-14	0		
7-1 to 7-6	0		
8-1 to 8-6	0		
GL-1 to GL-8	0		
AL-1 to AL-4	0		

This page was intentionally left blank

Foreword

01. CFJP 01 – *Canadian Military Doctrine* is our capstone doctrine publication and describes the fundamentals of warfare and operations for the contemporary and future operating environments. It reinforces our understanding of both the familiar maritime, land, and air operations domains, as well as the rapidly emerging space, cyber, and human/cognitive engagement domains. It promotes the planning and execution of operations with ways that are comprehensive in approach, integrated in action, and means that are adaptable and networked.
02. CFJP 01 tenets describe how the Canadian Forces (CF) will execute its mission through the design and delivery of operational engagements—at home, on the continent, and abroad. As described in the CF vision, we will create mission success and strategic effect as an integrated force and through core service and formation competencies when our naval, land, air, and special operations forces support each other in operations. With our Defence team we will forge relationships and work with allies, other government departments, and international and non-governmental organizations.
03. CFJP 3.0 – *Operations* is the keystone CF publication about how joint, combined, and interagency forces translate vision into action. It focuses on the Joint Task Force (JTF) level across the full operational spectrum—domestically, continentally, and internationally. It describes the key roles, missions, and responsibilities of major CF strategic and operational elements. The principles included CFJP 3.0 – *Operations* will guide JTF command and control, campaign design, and operations planning.
04. Significant effort by subject matter experts and widespread Defence team leader review produced this keystone manual. This key resource will influence CF culture and inform CF leaders in joint and integrated force development and generation, campaign design, and operations planning. It will enable effective joint forces command and employment, at home and abroad, today and in the future.
05. CFJP 3.0 – *Operations* provides authoritative, but not limiting, guidance to leaders. It provides an opportunity to further explore how to achieve operational effect in emerging domains like space and cyber, and how to further integrate evolving comprehensive-approach doctrine with whole-of-government partners.
06. CFDPJ 3.0 – *Operations* is ready for CF implementation. It will continue to adapt as we continue to learn.



S.A. Beare
Major-general
Chief of Force Development
for the Chief of Defence Staff

This page was intentionally left blank

Table of Contents

List of effective pages.....	iii
Foreword.....	v
Table of contents.....	vii

Chapter 1 – Conceptual Framework for Joint Operations

The levels of conflict.....	1-2
Principles of joint operations.....	1-2
The CF approach to joint operations.....	1-4
Operational functions.....	1-5
Considerations for joint operations.....	1-6

Chapter 2 – Conduct of Joint Operations

The force employment process.....	2-1
Stages of joint operations.....	2-1
Operating theatres.....	2-2
Joint formations.....	2-3

Chapter 3 - Command and Control

Introduction.....	3-1
Principles of command.....	3-1
Command relationships.....	3-2
Supported commander/supporting commander relationships.....	3-3
Transfer of command authority process.....	3-4
The command and control methodology.....	3-5
Integrated command and control communication information system.....	3-5
Roles and responsibilities.....	3-6
Canada Command.....	3-6
Canadian Expeditionary Force Command.....	3-6
Canadian Special Operations Forces Command.....	3-7
Canadian Operational Support Command.....	3-8
North American Aerospace Defense Command.....	3-9
Maritime Command.....	3-9
Land Force Command.....	3-10
Air Command.....	3-10
Annex A Degrees of Command Authority.....	3A-1

Chapter 4 – Joint Task Force Organization

The task force concept.....	4-1
Guidelines for joint task forces.....	4-1
Establishing a joint task force.....	4-1

CFJP 3.0

Commanding a joint task force	4-2
Command and control methodologies	4-3
Joint task force staff functions and activities	4-4
Composition of the joint task force headquarters staff	4-5
Command and control of the joint task force headquarters	4-7
Headquarters structure and size	4-7

Chapter 5 – Campaign Planning and Execution

The campaign plan	5-1
Campaign design	5-2
The operational planning process	5-2
The campaign plan and the operational planning process	5-2
The operational framework	5-3
Preparation of the campaign	5-4
Execution of the campaign	5-5
The conclusion of the campaign	5-6
Post-conflict actions	5-6
Redeployment/transition to future operations	5-6

Chapter 6 - Domestic Operations

Legal framework	6-1
Provincial/territorial emergencies measures/management organizations	6-2
National emergency plans	6-2
Types of national emergencies	6-3
Categories of CF operations in domestic operations	6-3
Command and control	6-4
Command and control of non-force generation-assigned forces	6-6
Operational support	6-6
Operational readiness	6-6
Canada Command-allocated forces	6-7
Canada Command response to domestic emergencies	6-7
Response to requests for CF assistance	6-8
Aid of the civil power	6-8
Assistance to law enforcement agencies	6-9
Humanitarian assistance	6-10
Sovereignty operations	6-10
Protection of shipping	6-11
Personnel-recovery operations	6-11
Recovery activities	6-11
Intelligence	6-12
Public affairs	6-12
Special operation forces	6-13

Chapter 7- Combined Operations

Organization of Canadian participation7-1
Command relationships.....7-2
Logistics7-3
Rules of engagement.....7-3
NATO Response Force operations7-4
UN operations7-5
Coalition operations7-5

Chapter 8 – Joint Operations and Activities

Introduction.....8-1
Joint operations8-2
Joint activities8-4

List of Figures

Figure 4-1. A Generic Canadian Joint Task Force4-2
Figure 4-2. A Generic Operational-level Headquarters.....4-5
Figure 5-1. A Generic Theatre of Operations5-3
Figure 7-1. Organization of a Combined Joint Force Involving the CF.....7-2

List of Tables

Table 3-1. The Principles of Command3-1

GlossaryGL-1

Abbreviation ListAL-1

This page was intentionally left blank

Chapter 1

Conceptual Framework for Joint Operations

0101. The term “joint” is an adjective used to describe activities, operations, and organizations in which elements of at least two environments participate.¹ Joint operations are those operations executed by a temporary grouping of elements from two or more environments, in which the application of capabilities is coordinated to achieve a common objective.² They are planned and initiated at the operational level, but are often conducted and realized at the tactical level.

0102. Joint doctrine provides the guidance required for the harmonized integration of separate environment capabilities to meet shared objectives and campaign end states across the full spectrum of conflict. It enables interoperability within a national joint task force (JTF) and interoperability within an allied operation. To meet this latter demand, the Canadian Forces’ (CF) joint doctrine is harmonized, to the greatest extent appropriate, with internationally recognized or standardized terminology, doctrine, practices, and procedures.

0103. Joint doctrine supports the creation of campaign plans that articulate and guide the application of military power in support of the government’s national aims and objectives. Doctrine also supports short, limited-intervention operations such as a non-combatant evacuation operation (NEO) or assistance to an international organisation (e.g., the provision of transport aircraft to a United Nations [UN] disaster-relief mission). Finally, doctrine must provide the framework and guidance to ensure tactical level actions are planned and conducted to ultimately support strategic end states.

0104. At the tactical level, doctrine provides the guidance to effectively integrate the environments’ capabilities in the achievement of tactical objectives.³ The environments continue to write specific doctrine for the application of their distinct capabilities and will harmonize their tactical-level doctrine with those of the other environments, as appropriate.

0105. Joint doctrine must also take into consideration the fact that the military will often be working alongside either Canadian, foreign, or host-nation governmental and non-governmental agencies. Many military campaigns will depend upon the role of these non-military elements of power to create the enduring conditions for peace and campaign success. Enduring solutions will require the long-term work of governmental and non-governmental agencies that specialize in issues of civil security, governance, and social development. Therefore, in many campaigns, particularly those dealing with irregular threats of insurgents and criminal activities, the military’s role will generally be one of support to the creation of a security framework within which the vital non-military agencies and elements of power may freely operate. Military commanders must understand the need to cooperate, plan, and work with these non-military agencies and must strive to achieve a unity of purpose and effort towards the achievement of a common end state.

¹ *Defence Terminology Bank*, Record # 4607.

² *Ibid.*, Record # 35109.

³ An example of this is joint doctrine for the tactical integration of land and air components in close air support.

The levels of conflict

0106. The levels of conflict provide a strategic framework for the planning and conduct of military campaigns. Military responses and actions at each level of conflict must be consistent with comprehensive national aims and objectives. While the levels of conflict are hierarchical in nature, there is no sharp delineation or boundaries between them. This often results in a blurring between the levels depending upon the nature of the assigned military campaign.

0107. **The strategic level.** This is the level of conflict at which a nation, or group of nations, determines national or alliance security aims and objectives and develops and uses national resources to attain them. This is the level that establishes corresponding military strategic objectives, defines limits and assesses risk pertaining to the concerted use of all instruments of national power. The military strategic level subsequently develops plans to help achieve a defined set of national strategic aims and objectives and provides military forces with the capabilities, or means, to achieve them. In the Canadian context, the Government of Canada sets Canada's national strategic defence and security policy and, in doing so, determines how the CF will be employed at home and abroad.

0108. **The operational level.** This is the level at which campaigns are planned, conducted, and sustained to achieve military strategic objectives within an area of responsibility (AOR).⁴ Plans and direction at this level link tactics with military strategy by establishing joint operational-level objectives that are necessary to achieve strategic-level objectives. Missions, tasks, and resources are assigned to subordinate commanders to achieve the desired effects in support of campaign objectives. The operational commander's responsibility is to determine, sequence, and synchronize the actions that will most directly achieve the military strategic objectives.

0109. The complexity of joint operations increases in multinational situations and when there is a significant presence of non-military participants in the AOR. Non-military participants may be reluctant, or even hostile, to collaborate with military forces as this may affect the perception others may have of their impartiality. In all circumstances, the commander of a JTF is the centre of a network of cooperation that extends upward to the strategic level, downward to the tactical level and laterally to a range of military, governmental, and non-governmental organizations.

0110. **The tactical level.** This is the level of conflict where military actions are planned and executed to achieve the military objectives assigned to tactical formations and units. Tactical-level actions should never be viewed in isolation; they are inextricably linked to the desired effects of the JTF campaign plan that reflects overall military strategic objectives.

Principles of joint operations

0111. An understanding and knowledge of the key principles of joint operations is the starting point for the development of joint doctrine. While these principles are not absolute, they are important guidelines for commanders when forming a JTF and selecting a course of action for operations. The operational situation and the nature of the campaign may require an emphasis on some principles more than on others:

⁴ The geographical area assigned to an operational-level commander within which that commander has the authority to plan and conduct military operations.

CFJP 3.0

- a. **Legitimacy.** The principle that indicates the acceptance on the part of the international community, contributing nations, and the involved parties, including the civil community within the AOR, that the campaign is in accordance with some generally accepted principles of international law.
- b. **Transparency.** As a result of the globalized nature of the information, the mission must be promoted and easily understood by Canadian, international, regional, and indigenous populations as well as international organizations operating in the AOR. The mission should be easily understood and obvious to all parties and participants. Failure to achieve common understanding of what is trying to be achieved may lead to suspicion, mistrust, and even hostility.
- c. **Restraint.** Commanders and their forces must always use the measured and proportionate application of force sufficient to achieve a specific objective. Constraints and restraints on the circumstances in which, and the ways and means by which, force may be used must be established in the mandate given to the JTF commander and are influenced by international law, Canadian domestic law and, in certain circumstances, host-nation (HN) law.
- d. **Patience, perseverance, and long-term view.** The achievement of the political objective(s) in a joint campaign will require a patient, resolute, and persistent pursuit of the operational military objectives.
- e. **Unity of command.** Unity of command ensures cohesion in the planning and execution of a joint campaign under one responsible commander. It is achieved by vesting the authority to direct and coordinate the action of all military forces and assets within an AOR in a single military commander.
- f. **Unity of effort.** Unity of effort is the coordination and cooperation among all participants in the AOR toward a commonly recognized political objective, even if they are not necessarily part of the same command structure. Unity of command may not be possible during operations involving other agencies or other nations in a comprehensive-approach environment; however, the requirement for unity of effort remains paramount.
- g. **Mission tailoring.** Each task assigned to the CF has a unique set of requirements dictated by the end state desired by the Government of Canada and by the environmental factors⁵ in the AOR. A JTF commander must ensure that the allocated forces have the right scale and mix of capabilities in order to achieve the desired campaign end state.
- h. **Sustainment.** Sustainment is the ability to maintain effective military power to achieve the desired effects. It includes the planning for all administrative arrangements necessary for the successful implementation of the campaign plan, including logistic

⁵ Environmental factors include, but are not limited to: geographic location, climate, populations, and economics.

CFJP 3.0

and personnel support. Ensuring a sound sustainment plan is part of the operational planning process (OPP).⁶

- i. **Consent.** Consent is the degree of acceptance by the local authorities and populace to the presence of a military force within an AOR. Consent will vary across all elements of the population and within the hierarchies of governance between the parties to a conflict.
- j. **Credibility.** For a joint action to be effective, it should be credible and perceived as such by all parties in the AOR, where applicable. The credibility of a particular campaign is a reflection of the parties' assessment of the force's ability to accomplish the mission.

The CF approach to joint operations

0112. The CF approach to joint operations recognizes that military success is best achieved through a coordinated approach under a unified command structure. The environmental components, routinely established under the command of a JTF commander, are: a maritime component (MC), a land component (LC), and an air component (AC). The JTF can be augmented by a special operation component and all are supported by a common theatre-level national logistics component that coordinates the JTF's sustainment requirements.

0113. **The MC's contribution to joint operations** will normally take the form of a mission-tailored naval task group: a force package composed of a variety of ship, submarine, and aircraft types. The inherent adaptability that results from tailoring the force structure to the precise nature of the mission enables the MC to contribute immediately to the objectives of the JTF.

0114. Maritime forces may also directly participate in land and air operations through the projection of maritime power. They can influence land operations through deterrence operations at sea, sealift of land forces, sea basing of land assets, and facilitate entry for land forces into an AOR. They can be employed in littoral waters for the conduct of sea control or denial, or function as a JTF or MC command and control (C2) platform.

0115. **The LC's contribution to joint operations** is most affected by the complexities of its operating environment, particularly by the interaction of populations and the control of urban areas. Depending upon the nature of the campaign, land forces will generally be required to integrate supporting capabilities from other environments to achieve tactical objectives. Land forces will normally be widely dispersed throughout the AOR and will be required, in many instances, to work closely with, or in support of, other agencies and levels of government. Therefore, special attention must be paid to: decentralized command (assisted by a mission-command philosophy), freedom of action, and a measured tempo of operations (to avoid early culmination and the need for operational pauses).

0116. Land forces often seize and hold terrain, through the use of manoeuvre, and neutralize the adversary's ability to do the same. While all forces can be expected to undertake the full spectrum of tactical military missions, land forces will, in many campaigns, undertake the widest array of tactical

⁶ See CFJP 5.0, *The Operational Planning Process*.

CFJP 3.0

level actions spanning offensive, defensive, and stabilization activities.⁷ Depending upon the level of command, these will likely occur either in close sequence or simultaneously. Land forces also require substantial logistical support that normally requires sealift, airlift, and ground transportation. The large number of functional land specialties and the interaction with an array of local actors and populations adds a further element of complexity to land operations. Land forces can also support air and maritime operations with surveillance, logistics, and forces capable of deploying into the AOR.⁸

0117. **The AC's contribution to joint operations** includes providing air surveillance, force projection, and freedom of movement; as well as adding to joint fires capabilities; and allowing friendly-force operations to proceed at the optimal place and time with minimal prohibitive air interference. The goal of air power employment in joint operations is to gain control of the air in a JTF commander's AOR. This is not, however, an end in itself, as it is only useful if it is subsequently exploited as a means to a greater end. Once sufficient control of the air has been achieved, air power facilitates the projection of military power where and when needed, uninhibited by natural geographic barriers. The speed, the reach, the ubiquity, and the persistence of air power offer opportunities for seizing the initiative and to support other forces in different lines of operations and different levels of conflict concurrently.

0118. Application of air power in a responsive and visible manner requires the availability of secure staging facilities sufficiently close to the AOR, overflight and landing rights, flexible use of airspace, and the necessary ground support capability. Air assets are often scarce; moreover, like all forces, they are vulnerable from air attack when on the ground. The effective employment of all types of air operations depends on a wide range of supporting functions that are delineated in the Air Force Expeditionary Capability Concept.⁹

0119. **The special operations forces' contribution to joint operations**, both in Canada and abroad, is either the generation of agile, high-readiness troops capable of providing specific capabilities; or the provision of a special operations liaison element (SOLE); or the provision of a theatre combined joint special operations task force (CJSOTF). The special operations forces (SOF) are specially trained and equipped forces capable of projecting a wide range of skills and effects.

0120. **The common national logistic contribution to joint operations** is the successful integration of all support elements in a comprehensive support system. The ability of that support system to perform functions across the full spectrum of military operations plays a key role in determining the relative military power available for a specific CF operation. An operational support system provides the means by which manpower and industrial power are transformed into units and equipment and delivered into the theatre at a time and place dictated by operational requirements. This subsequently leads to a process of sustainment for military forces for the duration of a joint campaign. The final stage of operational support is the redeployment and reconstitution of personnel and materiel in order to be ready for the next operation.

⁷ For example, a tactical unit may conduct an attack (offensive) followed immediately by a hasty defensive position (defensive) while providing emergency aid to civilians in the local areas (stabilization).

⁸ While Canada does not have dedicated amphibious forces, land forces (with additional training and capabilities) may be employed in a limited amphibious role from Canadian and allied vessels.

⁹ For further explanation, refer to the *Air Force Expeditionary Capability Concept* dated Jun 09.

Operational functions

0121. Operational functions are the functional capabilities required by a JTF in order to effectively employ forces. They need to be considered in the campaign planning stage when mission tailoring the force. There are five main joint operational functions: Command, Sense, Act, Shield, and Sustain.

0122. **Command** is the operational function that integrates all the operational functions into a single comprehensive strategic, operational, or tactical level concept.

0123. The Command function incorporates, during the initial planning stages, expertise from a wide range of military and non-military disciplines in order to develop a coherent appreciation of the situation in the AOR. This helps to identify military objectives within an overall campaign strategy in order to achieve a desired end state.

0124. The central tenet of the Command function is communicating the commander's intent to subordinate JTF elements. A designated JTF commander accomplishes this through effective C2 that is essential for exercising authority and direction over allocated forces. Effective C2 is fundamental to the effective employment of joint military power and facilitates unity of purpose and effort.

0125. C2 must encompass all military forces operating within an AOR. Within a comprehensive-approach strategy, C2 must also take into account the coordination and the cooperation with civilian authorities, governmental organizations, and non-governmental organizations (NGOs). To enable the execution of command, the joint C2 structure must be fully understood at all levels and thus facilitate the clear, timely, and secure passage of guidance/orders, situation reports, and coordinating instructions. Further discussion on the C2 is detailed at Chapter 3.

0126. **Sense** is the operational function that provides the commander with knowledge. The Sense function incorporates all capabilities that collect and process data.

0127. **Act** is the operational function that integrates manoeuvre, firepower, and information operations to achieve desired effects. It is the combination of joint fires and influence activities synchronized and harmonized through manoeuvre and the management of the operational environment.

0128. **Shield** is the operational function that protects a force, its capabilities, and its freedom of action. The Shield function protects from both conventional and asymmetric threats and is applicable to domestic, continental, and international operations. The Shield function also includes JTF self-protection measures and is the responsibility of all commanders.

0129. **Sustain** is the operational function that regenerates and maintains capabilities in support of operations.

Considerations for joint operations

0130. **General.** Even though each campaign and associated JTF is unique, staffs have to take into account the following considerations when planning a joint operation. The JTF commander and the staff must clearly identify the priorities, tasks, and missions as well as determine how these elements relate to the direction in the campaign plan. This will help to identify the effects desired in order to achieve the intended outcomes that are critical to mission success. Commanders at all levels must

CFJP 3.0

clearly understand their role and the implications of their individual actions on achieving the objectives identified within the overall campaign plan.

0131. **Concept of operations.** A concept of operations (CONOPs) describes how the commander visualizes the campaign, major operation, or phase of an operation, unfolding based on the selected course of action. The concept expresses the what, where, who, and how to deliver the desired effects upon the enemy. The commander provides sufficient detail for the staff and subordinate commanders to understand their responsibilities.

0132. The JTF staff should prepare CONOPs and contingency plans (CONPLANs) to cover possible changes in political direction and the military strategic situation. Military actions at both the operational and tactical levels will clearly be influenced, and ultimately directed, by strategic policy considerations. A commander may well require policy advice, which could be provided either by a nominated adviser or by strategic guidance provided through the chain of command. Integral to the concept of operations is the concept of joint fires.

0133. **Joint fires.** The concept of joint fires describes how tactical, operational, and strategic fires,¹⁰ including non-lethal capabilities, will be synchronized to meet and support the commander's objectives. In determining these objectives, the JTF commander determines the enemy's centre of gravity (CG) construct and how the application of joint fires can assist in creating the desired effects to attain the objective. This is achieved through the provision of guidance to joint fires planners based on the joint targeting process. Commanders, with the assistance of their staffs, must synchronize joint fires in time, space, and purpose to deliver the appropriate effects and, thereby, enhance the total effectiveness of the JTF.

0134. Joint fires link weapons effects to maritime, land, air, and special operations forces. The lethal and non-lethal effects from joint fires are integrated with the fire and manoeuvre of the supported force to achieve synergistic results in combat power. Joint fires are usually executed within the boundaries of the maritime, land, or air force. Therefore, joint fires are conducted in accordance with the priority, timing, and intent established by the supported commander. Typically, joint fires have an immediate or near term effect on the conduct of friendly operations.

0135. **Joint targeting.** The purpose of joint targeting is to integrate and synchronize joint fires to achieve the joint commander's mission, objectives, and desired effects. Joint targeting is a process of selecting and prioritizing targets and matching the appropriate effect taking into account operational requirements and capabilities. The joint targeting process selects targets, by evaluation of military objectives and legal implications and subsequently tasks the lethal and/or non-lethal means by which action is to be taken against those targets to achieve desired effects.

0136. Joint targeting is governed by international and Canadian law, by national and military strategic objectives, as well as by operational requirements and capabilities. Joint targeting is a collaborative process that occurs at all levels of command and links intelligence, plans, and the conduct of operations.

¹⁰ The physical means deliberately used to create or support the realization of physical effects as first order effects.
Note: They include lethal and non-lethal systems.

CFJP 3.0

0137. **Freedom of action.** A JTF commander is required to conceive, plan, and orchestrate military campaigns that are required to gain and retain the initiative in pursuit of military strategic objectives. A JTF commander must therefore dictate the nature of operations and engagements within the AOR. A clear statement of intent that outlines the concept of operations and establishes the tactical objectives to be achieved needs to be conveyed to subordinate commanders. This will define the freedom of action (to deploy reserves, set priorities, and allocate maritime, ground, air, space, special operations, and support assets) available to the tactical commanders.

0138. **Concentration of force.** The principle of concentration of force¹¹ is of particular importance in joint operations. As the JTF commander is likely to have limited resources, the accurate identification of where and when the best effect can be realized will be vital in order to permit concentration of resources where they will achieve the greatest effect.

0139. **Control and coordination of resources.** The resources a JTF commander is given to attain operational objectives may be tangible, such as maritime, land, air, and support assets, or intangible, such as information operations (info ops), requiring delegated authority over the time allocated to achieve given military objectives. Control of resources, with corresponding accountability responsibilities, should always be held at the level that ensures their most effective utilization. Diplomatic activity may be necessary to allow the commander to have the use of HN resources such as services, infrastructure, and materiel and needs to be coordinated prior to arrival in the AOR.

0140. **Legal considerations.** The conduct of JTF operations in the AOR is subject to Canadian, international customary, and conventional law, as well as the domestic law of the HN, if applicable. Within this framework, a JTF commander directs the parameters within which the force will operate. International law provides limitations and opportunities including neutrality, use of force, targeting, war crimes, self-defence, non-combatant identification, immunity, and environmental limitations. All commanders participating within an AOR must have a clear understanding of the legal grounds for a campaign. This is particularly important at the tactical level where specific military tasks and subtasks are executed.

0141. **Rules of engagement.** The use of force is controlled by rules of engagement (ROE), which are orders issued by the Chief of the Defence Staff (CDS). ROE are normally sent by the CDS to the appropriate commander by the way of a message called “rules of engagement authorization (ROEAUTH).” The ROE define the degree and manner in which military force may be applied and are designed to ensure that the application of force is carefully controlled. Changes to existing ROE must be requested through the chain of command to the CDS.¹² Regardless of any ROE issued, commanders at all level are responsible for ensuring that force is only used against valid military objectives and that force is both necessary and proportionate under the prevailing circumstances.

0142. **Information operations.** Info ops are a military function that plans and coordinates military activities to create desired effects focused primarily in the cognitive domain. Info ops are comprised of three core activity areas: influence activities, counter-command activities, and information-protection activities.

¹¹ Refer to CFJP-01, *Canadian Military Doctrine*, Ch. 2.

¹² The request for changes to existing ROE may originate at any level.

CFJP 3.0

0143. With the increased emphasis on, and globalized nature of information, info ops must be considered an integral part of military operations at all levels of command. It is therefore essential that info ops activities be developed through an effects-based targeting process and that they be fully integrated within the operational planning process. This will lead to synchronized and deconflicted activities.

0144. **Civil-military operations.** Civil-military operations (CMOs) are a coordination and liaison function that facilitates operations in relation to civilian actors, including the national population and local authorities, as well as international, national, and non-governmental organizations and agencies. In a large and complex operation involving major civilian elements and a civilian political head of mission, the CMO component in the campaign plan may be one of several functional plans in a wider multinational planning approach aimed at achieving strategic aims.

0145. **Strategic communication.** The aim of strategic communications is to protect the credibility and legitimacy of operations and to promote widespread understanding, thereby gaining the support for military operations while not compromising operations security (OPSEC). Strategic communications embody the higher vision, the policies, the priorities, and the direction of the government and of the leadership of the Department of National Defence (DND)/CF. Strategic communications also serve as the bridge between public diplomacy, led by Foreign Affairs, and CF operations, again ensuring coherence of the narrative. The responsibility for strategic communications at the national level resides with the Assistant Deputy Minister (Public Affairs).

0146. The formulation of a strategy for media operations during the operational planning process is essential as the media has a powerful influence on public opinion. Supportive media coverage will play a key role in maintaining public support and the endorsement of the international community, which is an important contributor to maintaining the morale and cohesion of the JTF. A proactive approach to the media, managed within the DND, will therefore be an important factor in conducting campaigns.

0147. **Operations security.** OPSEC is a process that focuses on achieving information superiority over an adversary. Information superiority is achieved by identifying and protecting sensitive information and indicators that are critical to the operation and that could give a military advantage to an adversary should it have the information. OPSEC has three proactive objectives:

- a. to force adversary commanders to make faulty decisions based upon insufficient situational awareness and/or to delay their decision-making process due to lack of information;
- b. to deny critical information that could be used in attacks against friendly forces; and
- c. to provide increased freedom of action for easier and/or quicker attainment of friendly objectives.

0148. **Intelligence.** Intelligence is an essential component of military capability that is fundamental to the planning and conduct of joint operations and activities. Intelligence is data, information, and knowledge of a broad range of factors including: the physical environment; weather; demographics and culture of the operational area; the activities, capabilities, and intentions of an actual or potential threat; or any other non-friendly entity or situation about which the CF is concerned. The purpose of

CFJP 3.0

intelligence is to allow the commander to gain an accurate understanding of the threat and of the operating environment.

0149. No operation can be planned or conducted with real hope of success until sufficient intelligence has been obtained or developed. It is just as important to counter the adversaries' efforts in obtaining intelligence by depriving them of knowledge of our own actions, dispositions, capabilities, and intentions.

Chapter 2

Conduct of Joint Operations

The force employment process

0201. Joint operations are conducted using the force employment (FE) process. The FE process includes all activities required to plan, execute, and review joint operations. The commanders of Canada Command (Canada COM), Canadian Expeditionary Force Command (CEFCOM), Canadian Operational Support Command (CANOSCOM), and Canadian Special Operations Forces Command (CANSOFCOM), collectively referred to as the operational commands, are responsible for the planning, the conduct, and the review of all CF operations.

0202. **Planning of operations.** Planning encompasses the preparation, the issue, and the amendment (if required) of CONPLANs, operation plans (OPLANs), and operation orders (op Os). More details on this subprocess can be found in Chapter 5 of this publication.

0203. **Conduct of operations.** The conduct of operations is executed at the operational level. It is described in Chapters 6, 7, and 8 of this publication.

0204. **Review of operations.** The review of operations, also referred to as the “lessons-learned process,” is used to validate applicable operating procedures and identify doctrine gaps and revision requirements. Lessons learned provide invaluable feedback that can help in the modification of both existing doctrine and on-the-ground procedures to meet new challenges in the conduct of operations. The lessons-learned process is a five-step activity that includes: the preparation for the collection of observations, the collection of data, the analysis of the collected data, the endorsement/direction of change in response to identified deficiencies, and the implementation of the change based upon the observations.

Stages of joint operations

0205. An operation consists of a number of stages. These can occur both at the strategic and operational level, sequentially or concurrently. The typical stages are:

- a. **Planning.** Developing the campaign and operation plans.
- b. **Preparation.** Preparing, assembling, and training the force.
- c. **Buildup.** Putting into place the logistic support, including coordinating host-nation support (HNS), building up stocks, deploying to the area of operations, or reinforcing in-place forces.
- d. **Execution.** Conducting operations.
- e. **Termination.** Ceasing operations and transitioning to a post-conflict environment.

CFJP 3.0

- f. **Reconstitution.** Reconstituting the force, before or after redeployment.
- g. **Analysis.** Reviewing and analyzing the campaign and conducting doctrine evaluation.¹³

Theatres of operations

0206. The CF has been structured to operate in three major theatres of operations: domestic, continental, and international.

0207. **Domestic.** Canada's geographic size, the harsh nature of its climate, and the nature of its ocean approaches, require a military force structure that is joint, robust, sustainable, and able to operate in a multi-faceted environment. The Canadian domestic theatre of operations, known as the Canadian AOR, is considered as a single theatre with three distinctive zones of operation. The CF must have the capabilities to effectively command, plan, lead, and sustain any military operation in the Canadian AOR.

0208. The Canadian AOR's three distinct zones are:

- a. **Maritime regions.** The CF must be capable of conducting 24/7, all weather, sea- and shore-based surface, subsurface, and air-based defence-of-Canada operations in the Atlantic and Pacific approaches. To achieve this, the CF requires military capabilities that can effectively exercise command and control of joint forces in the Canadian AOR as well as being capable of integration with whole-of-government (WoG) activities in order to:
 - (1) respond to military- and terrorist-based threats to defence and security both within the Canadian maritime zones and in their adjacent approaches;
 - (2) respond to jurisdictional and commercial incursions to Canadian sovereignty;
 - (3) respond to environmental and economic interests inside the Canadian Exclusive Economic Zone; and
 - (4) support Canadian other government departments and agencies (OGDA), and partners in industry engaged in disaster relief, humanitarian aid, and search-and-rescue operations throughout the Canadian AOR.
- b. **Arctic region.** The challenging environmental conditions found in the Arctic region require forces capable of carrying out operations in an austere environment with limited or no local support. The forces must be capable of commanding, coordinating, and sustaining operations as well as supporting OGDA. This is particularly important given the increased emphasis on potential northern operations due to climate change and increased international interest.
- c. **Internal territory.** Given the jurisdictional responsibilities of various federal, provincial, and municipal government departments, the CF should not, typically, be the

¹³ This includes lessons learned. The lessons learned process, however, is continuous throughout all stages of operations.

CFJP 3.0

first responder to terrorist incidents, natural disasters, major accidents, or humanitarian relief within Canada. In these situations, the CF response desired by those civilian government organizations with leadership jurisdictions, are likely to involve the provision of: coordinated command and control; significant human resources; deployable medical support; SOF; or chemical, biological, radiological, and nuclear (CBRN) response. A notable exception to this is CF domestic search-and-rescue (SAR) forces who are the first responders for domestic maritime or aviation accidents and incidents.

0209. **Continental operations.** Continental operations are carried out within the North American AOR in support of Canada-United States (US) shared strategic objectives. To accomplish this, the CF has established memoranda of understanding (MOUs) with the appropriate US military and selected government departments and agencies (e.g., the Department of Homeland Security) and participates in binational planning forums. Specific continental operations missions include: the defence of North America in conjunction with the United States; the continuous surveillance of North America and its approaches from sea, land, air, and space; SAR operations; disaster-relief operations; counternarcotics operations; counterproliferation operations; and counterterrorism operations.

0210. **International operations.** The CF is responsible for the conduct of operations and campaigns on a global scale encompassing the full spectrum of operations in response to Government of Canada direction. Unlike domestic operations, there are no predefined distinct zones of operation for international operations. Specifically, the CF is responsible for the planning, the conduct, and the sustainment of international operations including major combat operations (MCOs), maritime-interdiction operations (MIOs), counter-insurgency operations (COINOPs), peace-support operations (PSOs), humanitarian-assistance operations, NEOs, operations for the prevention of proliferation of weapons of mass destruction (WMD), and training-assistance operations (such as those provided under the Military Training Assistance Program).

Joint formations

0211. The mandate for the CF to carry out joint operations has led to the development of three kinds of joint formations: special operations task forces (SOTFs); regional joint task forces (RJTFs); and mission-specific task forces (MSTFs). These formations are JTFs and are mission-tailored to a specific campaign. These formations form the basis of Canada's continued military commitments.

0212. The environmental commands,¹⁴ along with CANOSCOM, CANSOFCOM, and Military Personnel Command (MILPERSCOM) are collectively known as the force generators. The force generators muster the forces or capabilities required by the operational commander in accordance with the campaign plan. These assets are subsequently allocated to the appropriate operational commander for force employment.

¹⁴ Maritime Command, Land Forces Command, and Air Command.

This page was intentionally left blank

Chapter 3

Command and Control

Introduction

0301. Effective and responsive C2 is vital to the success of joint operations. The attainment of the strategic end state depends primarily on the CF’s ability to put the right forces in the right place at the right time. C2 for joint operations has its basis at National Defence Headquarters (NDHQ) with the issue of an initiating directive by the CDS.

0302. Operational commanders are accountable to the CDS for the planning and execution of operations. In addition, the CF conducts operational planning and executes continental operations in conjunction with the US through the North American Aerospace Defense Command (NORAD).

Principles of command

0303. The principles of command are the tenets that guide the effective management of military operations. The CF recognizes the six principles of command illustrated in Table 3-1.

Principle	Application
Unity of command	A single, clearly identified commander will be appointed for each operation with the authority to direct and control the committed resources. The commander is responsible and accountable for the success or failure of the operation.
Span of control	Assigned resources and activities must be such that one commander can exercise effective command and control.
Chain of command	The command structure is hierarchical and must be clear and unequivocal. Bypassing levels of command in either direction is only justified in exceptional circumstances.
Delegation of authority	Commanders may delegate all or part of their authority depending upon the scope and complexity of an operation. How much authority is delegated, and to whom, must be clearly articulated.
Freedom of action	Once a mission is established and orders issued, maximum freedom of action must be given to subordinate commanders.
Continuity of command	A clear succession of command, well understood at all levels, is required.

Table 3-1. The Principles of Command

Source: CFJP 01 – Canadian Military Doctrine

Command relationships

0304. “Command” is the authority vested in an individual of the armed forces for the direction, coordination, and control of military forces. At the operational and tactical levels, the command and control functions are inseparable thus resulting in the following command relationships (in decreasing order):

CFJP 3.0

- a. **Full command.** Full command is defined as the military authority and responsibility of a commander to issue orders to subordinates. It covers every aspect of military operations and administration and applies to all levels from the CDS down to the unit commander. Unless the Governor in Council otherwise directs, this degree of command cannot be delegated outside of our national chain of command (e.g., delegated to a North Atlantic Treaty Organization [NATO] commander).
- b. **Operational command.** Operational command (OPCOM) is defined as the authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reallocate forces, and to retain or delegate operational and/or tactical control as the commander deems necessary. It does not include responsibility for administration.
- c. **Operational control.** Operational control (OPCON) is defined as the authority delegated to a commander to direct forces allocated so that the commander may accomplish specific missions or tasks that are usually limited by function, time, or location; to deploy units concerned; and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.
- d. **Tactical command.** Tactical command (TACOM) is defined as the authority delegated to a commander to assign tasks to allocated forces for the accomplishment of the mission assigned by higher authority.
- e. **Tactical control.** Tactical control (TACON) is defined as the detailed, and usually local, direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned.

0305. In addition to the aforementioned “traditional” command and control relationship, the following administrative relationships may be required:

- a. **Administrative control.** Administrative control (ADCON) is defined as the direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organizations.
- b. **Technical control.** Technical control is the control applied to technical procedures and exercised by virtue of professional or technical jurisdiction. It parallels command channels but is restricted to control within certain specialized areas.

0306. There are important differences between these command relationships. For example, if commanders have forces allocated to a mission and require freedom of action in the employment of those forces with little or no constraints, or where they may need to delegate those forces OPCON to a subordinate commander, they should be given OPCOM of those forces. However, if commanders are given a limited mission or task requiring forces at a specific time and place, or if these forces are allocated with limitations on their activities, they should be given OPCON of these forces. If a mission can be achieved without a delegation of OPCOM or OPCON, the forces may be simply provided in

CFJP 3.0

support of the commander. Annex A summarizes the degrees of authority associated with OPCOM, OPCON, TACOM, and TACON.

Supported commander/supporting commander relationships

0307. With a wide range of operational requirements, the execution of operations will often be guided by supported/supporting relationships where one organization will aid, protect, complement, or sustain (supporting commander) another force (supported commander). The number and importance of these relationships require the close attention of all commanders during the planning and execution of operations.

0308. **The supported commander.** A supported commander has the primary responsibility for all aspects of the military tasks assigned and the authority to give general direction for supporting efforts. Supported commanders should provide supporting commanders as much latitude as possible in the planning and execution of their operations. However, the supported commander will determine the priority, timing, and effects of operations conducted within the assigned area of operations (AO).

0309. The degree of authority granted to a supported commander by higher authority should be specified in the initiating directive. This directive should indicate the purpose in terms of the desired effect and the scope of action to be taken and should include:

- a. objective;
- b. strength of forces allocated to the supported mission;
- c. time, place, and duration of the supported effort;
- d. priority of the supported mission relative to other missions of the supporting commanders;
- e. authority, if any, of the supporting force to depart from its supporting mission in the event of an exceptional opportunity or emergency; and,
- f. general or special authority for any operational or other instructions to be issued by the forces being supported or by other authority in the AO.

0310. **The supporting commander.** Supporting commanders provide a supported commander with forces, capabilities, or other support and/or develop supporting plans. They respond to the task issued by the supported commander and must employ the required forces, from those available, to provide augmentation or other support to a supported commander. A supporting commander will:

- a. provide support as directed by higher command authority;
- b. advise on the capabilities and limitations of the resources and the associated risks to the mission;
- c. advise on the priorities for the accomplishment of competing tasks for supporting organizations and assets;

CFJP 3.0

- d. provide timely information on changes in the availability or capability of supporting organizations and assets together with an assessment of the potential impacts on operations; and
- e. consider and, if required, pass to higher authorities requests for additional support.

Transfer of command authority process¹⁵

0311. In peacetime, CF operational elements may not necessarily be under the command of the formation that will employ and command them in operations. This is especially true for contingency operations where force generators are tasked to provide units/formations to force employers. The mechanism by which units pass from OPCOM of one agency to another is known as “transfer of command authority” (TOCA) and is defined as the formal transfer of a specified degree of authority over forces allocated to an operation from a force or capability generator to a force employer, as well as from force employer to a force or capability generator upon return from operations. The degree of authority transferred and the mechanism to carry out TOCA is determined by the CDS and specified in orders when deemed appropriate by the CDS and JTF commander.

0312. The formal transfer of a specified degree of authority over allocated forces from a JTF commander to another commander is called “transfer of authority” (TOA). TOA is normally implemented through operational orders and instructions. In combined operations, TOA from national command to alliance/coalition command will not be undertaken without prior approval from the Government of Canada.

0313. As a guiding principle, units will not be transferred until the losing formation is satisfied that the unit is declared operationally ready. Thus the training of units warned for operations or active service remains the responsibility of the force generator. The responsible force employment headquarters may direct that specific mission training be conducted as part of pre-deployment activities. In this instance, the specific training may be conducted during the force generation phase to meet projected mission requirements.

0314. **Residual responsibilities.** Once the JTF commander has assumed command of JTF elements through the TOCA process, force generators, while no longer in the operational chain of command, will maintain their support responsibilities, less that authority and responsibility transferred to the JTF commander. These responsibilities are collectively referred to as “residual responsibilities.”

0315. For international operations, force-generation commanders retain OPCOM of forces in transit to an AOR. Once the JTF commander is satisfied that the forces are ready to commence operations, Comd CEFCOM will be notified as to the details of the proposed transfer of command. On receipt of approval for TOCA, the JTF commander may subsequently transfer the JTF components to the command of the coalition/alliance. On completion of operations, there will be a reverse TOCA process for redeployment.

0316. **Administration and logistics.** TOCA and TOA do not include a delegation or change of administrative or logistic responsibilities. Such delegation or change must be specifically ordered, either separately or together with the delegation of authority. On occasion, changes to the degree of

¹⁵ Note that there is now a difference between transfer of command authority (TOCA) and transfer of authority (TOA).

CFJP 3.0

command authority may require changes to administrative or logistic responsibilities, and circumstances will arise in which administrative or logistic considerations place constraints on operations. A delegating authority must always consider the possible administrative and logistic implications of any intended operational arrangement.

The command and control methodology

0317. The C2 process involves the transformation of ideas into action. Data is the raw material for this process. This data may be gathered from any relevant source and must subsequently be filtered, formatted, organized, and collated into useable information. This information is evaluated and analyzed for reliability, relevance, and importance and then used to make decisions and develop plans, which are subsequently communicated to subordinate commanders.

0318. Commanders are at the centre of the C2 process and, supported by their staff, make estimates, assumptions, and judgments based on the collated information that they receive. Commanders and staff must develop a coherent situational awareness (SA), which is defined as the combined knowledge of friendly forces, hostile forces, the environment, and other aspects of the battlespace.

0319. SA permits commanders to determine possible courses of action (COAs), to develop appropriate plans to achieve the desired strategic end state, and to set out intent through the issue of orders to put the plan into effect. Commanders must maintain SA to monitor and supervise the conduct of operations in order to ensure proper execution of the campaign plan. The process by which a commander makes decisions and takes action, based upon SA, is referred to as the “observation, orientation, decision, and action (OODA) loop.”

Integrated command-and-control communication and information systems

0320. Integrated C2 communications and information systems (CIS) are systems based on doctrine, procedures, organizational structure, personnel, equipment, facilities, and communications that provide commanders at all levels with timely and adequate information to plan, direct, and control their actions.

Roles and responsibilities¹⁶

Canada Command

0321. **Commander (Comd) Canada COM** is assigned mission command of all CF operations in Canada, with the exception of those conducted under the NORAD Agreement, and is responsible for:

- a. providing advice on CF options and determining operational requirements for missions spanning the continuum of operations in Canada COM’s AOR;

¹⁶ For more details please consult the *CDS Interim Directive of CF Command and Control and Delegation of Authority for Force Employment* dated 7 Jul 09.

CFJP 3.0

- b. planning, coordinating, and commanding assigned CF routine, contingency, and rapid-response operations within Canada COM's AOR;
- c. planning and coordinating joint operations and exercises within Canada COM's AOR;
- d. providing CF leadership for operational-level military planning with US Northern Command (USNORTHCOM) and other US combatant commands, and Mexican military authorities, as required; and
- e. providing CF representation in the federal emergency planning with Canadian OGDA and partners for operational-level planning.

0322. **Comd Canada COM authority.** The Comd Canada COM exercises command and control of HQ Canada COM and of all RJTF headquarters (HQ) to include: Joint Task Force (North) [JTfN], Joint Task Force (Pacific) [JTfP], Joint Task Force (West) [JTfW], Joint Task Force (Central) [JTfC], Joint Task Force (East) [JTfE], and Joint Task Force (Atlantic) [JTfA], as well as other assigned and allocated forces in accordance with Ministerial Organizational Orders (MOO), Canadian Forces Organizational Orders (CFOO) and CDS direction.

Canadian Expeditionary Force Command

0323. **Comd CEFCOM** is assigned mission command of all CF operations outside the responsibility of Canada COM, with the exception of those conducted by CANSOFCOM, and is responsible for:

- a. providing advice on CF options and determining operational requirements for missions spanning the continuum of operations outside Canada;
- b. planning, coordinating, and commanding assigned CF contingency, rapid-response, and routine operations outside Canada;
- c. generating the CF deployable joint HQ;
- d. providing SA and a common operating picture (COP) for all CF operations and activities within assigned AORs; and
- e. providing force protection for CEFCOM forces operating within a specified AOR.

0324. **Comd CEFCOM authority.** The Comd CEFCOM exercises command and control of HQ CEFCOM, as well as other assigned and allocated forces in accordance with MOOs, CFOOs and CDS direction.

Canadian Special Operations Forces Command

0325. **Comd CANSOFCOM** is accountable to the CDS for the force development, force generation, and force employment of SOF in CF routine, contingency, and rapid-response operations. As such, the Commander has specific delegated authorities to plan, prepare for, and execute operations. Normally, SOF deployed on operations is employed under OPCOM Comd Canada COM or Comd CEFCOM depending on whether the mission/task is domestic or expeditionary. Regardless, CANSOFCOM

CFJP 3.0

generates, trains, validates, and deploys the requisite force packages (i.e., SOTF) that are employed by the appropriate command. In these instances, Comd CANSOFCOM, or his designated representative, becomes Deputy Commander SOF (SOF Advisor) to the supported command. In special circumstances, CANSOFCOM may also employ a SOTF to conduct missions on behalf of the Government of Canada where it will be required to plan, prepare, and execute on its own and report directly to the CDS.

0326. **CANSOFCOM** is responsible for:

- a. providing the Government of Canada with high readiness SOF capable of conducting:
 - (1) **Counterterrorism operations.** Offensive and defensive measures taken to prevent, deter, pre-empt, and respond to terrorism.
 - (2) **Maritime counterterrorism operations.** Counterterrorism (CT) operations within the extremely complex maritime environment.
 - (3) **High-value task.** Other missions, at home or abroad, assigned by the Government of Canada such as: special reconnaissance; direct action; counterproliferation; NEO; and defence, diplomacy, and military assistance.
- b. generating forces and deploying SOF capable of global reach and response to emerging threats to Canada's national interest;
- c. developing SOF and organizations that remain on the leading edge of technology and operational capability to meet the requirements of the current and future security environments;
- d. providing expert advice on special operations and CT to government officials, OGDA, senior military decision makers, and other CF entities for routine planning, exercise, or crisis events; and
- e. providing the Government of Canada and the CF with a conduit to allied special operations and CT expertise, technology, research, and development.

0327. CANSOFCOM fully participates in the primary CF mission of providing for the defence of Canada. It does so by seeking to defeat terrorist threats to Canada by providing CT forces capable of operating in all environments. These forces are organized, equipped, and trained not only to be responsive but also to serve as a deterrent. Through interagency liaison, discussion, and training CANSOFCOM seeks to enable and assist OGDA, where appropriate, in CT planning and execution.

0328. CANSOFCOM also contributes to the overall defence of Canadian national interests by conducting operations abroad in support of CF conventional forces, as well as on discrete and separate missions that support Government of Canada objectives. CANSOFCOM provides strategic flexibility to tailored responses in a complex strategic environment.

CFJP 3.0

0329. The high-readiness posture, skill level, and deployability of SOTFs allow for a rapid and determined response, but also serve as a building block for follow-on forces. CANSOFCOM provides forces that can deter and disrupt violent organization either in support of conventional operations or on discrete missions. CANSOFCOM forces may also assist partners in upgrading their CT capabilities. In general terms, CANSOFCOM operations abroad strive to:

- a. destroy, disorganize, and disrupt the networks of violent organizations;
- b. degrade and deny access of violent organizations to the nation's population;
- c. construct social networks to promote legitimacy of efforts; and
- d. organize, enable, and improve partner's tactical and operational skills in CT.

0330. The effects that CANSOFCOM can deliver are keyed to its unique capabilities. First, selected components of the Command are constantly on high-readiness alert in order to provide an agile and timely response. Second, CANSOFCOM can provide highly skilled special operations task forces to conduct high-risk missions that have major strategic ramifications such as hostage rescue or special reconnaissance for operational planning and decision making. Third, CANSOFCOM contains a baseline capacity to mitigate the results and deter the use of weapons of mass effect. Fourth, CANSOFCOM facilitates the engagement with allied organizations in the fight against terrorism, as well as providing assistance to nations seeking to build SOF capacity to provide for their own internal defence. Finally, CANSOFCOM missions can set the parameters for theatre activation or shape the AO for conventional operations.

Canadian Operational Support Command

0331. **Comd CANOSCOM** is the commander and principal source of expertise on the generation and execution of operational-support operations and is responsible for:

- a. providing advice on the employment of CF operational-support forces and capabilities for missions spanning the continuum of operations anywhere in the world;
- b. generating, maintaining, and protecting operationally ready operational-support forces;
- c. conducting operational support and operational support-based joint operations worldwide;
- d. planning, coordinating and, on order, commanding assigned CF operational support operations, to include establishing and managing strategic and operational lines of communications (LOC); and
- e. developing operational joint support capability requirements and doctrine.

0332. **Comd CANOSCOM authority.** The Comd CANOSCOM exercises command and control of HQ CANOSCOM, as well as other assigned and allocated forces in accordance with MOOs, CFOOs and CDS direction.

North American Aerospace Defense Command

0333. **Comd NORAD** is responsible to the Government of Canada and to the Government of the US for the execution of missions assigned to NORAD. In accordance with the NORAD Agreement, these missions include: aerospace warning, aerospace control, and maritime warning. Among other duties, Comd NORAD is responsible for developing plans consistent with the national policies of Canada and the US for the deployment and operational use of all forces made available to NORAD.

0334. **Comd NORAD authority.** Comd NORAD exercises command and control of HQ NORAD and all NORAD regions as well as operational control of assigned engagement forces made available to NORAD through appropriate national authorities. In addition, Comd NORAD is delegated command, control, liaison, and planning authorities in accordance with the NORAD Agreement.

Maritime Command

0335. **Maritime Command (MARCOM)** is the CF centre of excellence in maritime operations and the principal source of expertise on the integrated development and generation of maritime forces. Comd MARCOM is responsible for:

- a. providing advice on the development, generation, and employment of maritime forces for missions spanning the continuum of operations;
- b. guiding the integrated development and generation of CF elements for maritime operations and for establishing and maintaining operationally ready maritime forces; and
- c. developing operational concepts, doctrine, and capability requirements for maritime operations.

0336. **Comd MARCOM authority.** The Comd MARCOM exercises command and control of MARCOM, as well as other assigned and allocated forces in accordance with MOOs, CFOOs and CDS direction. Commanders Maritime Forces Atlantic (MARLANT), Maritime Forces Pacific (MARPAC), and Naval Reserves (NAVRES) are accountable to Comd MARCOM for force-generation activities, to include operational readiness and technical and maintenance matters.

0337. Within the parameters established by Comd MARCOM, Comds MARLANT and MARPAC may transfer assigned forces to a JTF commander for employment. Should the operational commander determine a requirement for a maritime component command (MCC) and Comd MARCOM be tasked by the CDS to transfer command or control of maritime forces in the AOR, Comd MARCOM will designate the most appropriate Comd MCC on a case-by-case basis depending upon the mission, location, and available support. Comds MARLANT and MARPAC have the authority to delegate the Comd MCC role to the most appropriate level of command, in consultation with the JTF commander, when deploying a MCC.

Land Force Command

0338. **Land Force Command (LFC)** is the CF centre of excellence in land operations and the principal source of expertise on the integrated development and generation of land forces. Comd LFC is responsible for:

CFJP 3.0

- a. providing advice on the development, generation, and employment of land forces for missions spanning the continuum of operations;
- b. guiding the integrated development and generation of CF elements for land operations and for establishing and maintaining operationally ready land forces; and
- c. developing operational concepts, doctrine, and capability requirements for land operations.

0339. **Comd LFC authority.** The Comd LFC exercises command and control of LFC, as well as assigned and allocated forces in accordance with MOOs, CFOOs, and CDS direction. Comds Land Forces Western Area (LFWA), Land Forces Central Area (LFCA), Land Forces Quebec Area (LFQA), and Land Forces Atlantic Area (LFAA), are accountable to Comd LFC for force-generation activities to include operational readiness and technical and maintenance matters.

0340. Within the parameters established by Comd LFC, Comds LFWA, LFCA, LFQA, and LFAA may transfer assigned forces to a JTF commander for employment. Should the operational commander determine a requirement for a land component command (LCC) and Comd LFC be tasked by the CDS to transfer command or control of land forces in an AOR, Comd LFC will designate the most appropriate Comd LCC on a case-by-case basis depending upon the mission, location, and available support. Comds LFWA, LFCA, LFQA, and LFAA have the authority to delegate the Comd LCC role to the most appropriate level of command, in consultation with a JTF commander, when deploying a LCC.

Air Command

0341. **Air Command (AIRCOM)** is the CF centre of excellence in air operations and the principal source of expertise on the integrated development and generation of aerospace forces. Comd AIRCOM is responsible for:

- a. providing advice on the development, generation, and employment of aerospace forces for missions spanning the continuum of operations;
- b. guiding the integrated development and generation of CF elements for air operations and for establishing and maintaining operationally ready aerospace forces;
- c. developing operational concepts, doctrine, and capability requirements for air operations; and
- d. maintaining the Airworthiness Program.

0342. **Comd AIRCOM authority.** The Comd AIRCOM exercises command and control of AIRCOM, as well as assigned and allocated forces in accordance with MOOs, CFOOs, and CDS direction. Comd 1 Canadian Air Division (1 Cdn Air Div) is accountable to Comd AIRCOM for all force-generation activities, other residual AIRCOM command responsibilities, and acting as the Operational Airworthiness Authority for all CF air assets. Comd 1 Cdn Air Div is also the Combined

CFJP 3.0

Force Air Component Command (CFACC) for the CF.¹⁷ CFACC is accountable to the designated supported commander for force employment of air assets and provides each RJTF with a Regional Air Coordination Element (RACE) air staff.

0343. Within the parameters established by Comd AIRCOM, the CFACC may transfer allocated forces to a JTF commander for force employment. In the event that a separate air component command (ACC) and commander are necessary due to the scale, location, or complexity of the air operation in the AOR, then the CFACC may generate an ACC, as required, and delegate the most appropriate level of command. In addition, Comd 1 Cdn Air Div is also Comd Canadian NORAD Region, and is accountable to Comd NORAD to exercise operational control over all forces assigned or made available for air defence in the region.

¹⁷ The "combined" designation is due to Canada's NORAD roles and responsibilities.

This page was intentionally left blank

Annex A - Degrees of Command Authority

	Full Command (1)	COMMAND (2)		CONTROL (5)		Planning Authority (7)
		Operational Command (1)(3)	Tactical Command (4)	Operational Control (6)	Tactical Control	
1. Assign separate employment of components of units/formations	X	X				
2. Assign missions (8)	X	X		X		
3. Assign tasks	X	X	X	X		
4. Delegate command authority:						
Delegate OPCOM	X	X				
Delegate TACOM	X	X	X			
Delegate OPCON	X	X		X		
Delegate TACON	X	X	X	X	X	
5. Coordination of local movement, real estate, and area defence	X	X	X	X	X	
6. Planning and coordination	X	X	X	X	X	X
7. Administrative responsibility (9)	X					

Notes:

- 1 Canadian and Allied doctrines do not normally permit the transfer of OPCOM of a unit or formation to forces of another nation or a combined force commander. The national authority, normally the CDS, therefore, always retains FULL COMMAND. In coalition operations, Canada will normally retain OPCOM.
- 2 Command terms are normally used with the manoeuvre arms, i.e., infantry, armour, aviation, and close support. However, for engineer and aviation assets, it may be more appropriate to employ TACOM or TACON relationships depending on the

CFJP 3.0

operational/tactical circumstances.

- 3 OPCOM is the authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational/tactical command or control as may be deemed necessary. This definition is slightly different the NATO one.
- 4 A commander allocated forces under TACOM may allocate tasks to those forces but only within the parameters of the current mission given to him by the higher authority that allocates the forces. TACOM is used where the superior commander recognizes the need for additional resources for a task but requires the resources intact for a later role. An example would be a combat team required for a bridge demolition guard allocated TACOM to the appropriate battle group (BG) commander. When the task is complete, the TACOM relationship with that BG ends.
- 5 Control terms are normally used with support or service support arms, e.g., artillery, signals, military police, and general support engineers, where a technical authority generally exists to advise on employment of these resources, e.g., 79 Sigs Sqn OPCON to 2 Brigade.
- 6 OPCON is the authority delegated to a commander to direct forces allocated so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned and to retain or assign tactical control of those units. If the requirement develops for separate employment, the higher commander must approve the change.
- 7 PLANNING AUTHORITY is used where there is the potential for a command relationship in the future. PLANNING AUTHORITY gives the units/formations involved the authority to liaise directly for planning purposes. This authority could be given, for instance, to a unit undergoing pre-deployment training in Canada with the deployed unit they are to relieve.
- 8 Mission is defined as: "A clear, concise statement of the task of the command and its purpose."
- 9 Sustainment responsibility is not included with the command relationship for any joint or combined operation. Within national arrangements only, OPCOM, TACOM, and OPCON normally include the administrative responsibility ATTACHED FOR DAILY MAINTENANCE. If the relationship is other than normal combat supplies, the exact relationship must be specified.

Miscellaneous

- A Command relationships will always be qualified by the date/time group (DTG) message that establishes them. The DTG at which they end should also be specified if known.
- B Liaison officers (LOs) are normally attached to the unit/formation where they will be employed.
- C Coordination centres, such as a fire support coordination centre (FSCC), normally function with a unit/formation in accordance with standing operating procedures (SOPs). If not SOP, they should be assigned OPCON.
- D The NATO term COORDINATING AUTHORITY may also be encountered. It is "the authority granted to a commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more countries or commands, or two or more services or two or more forces of the same service. He has the

CFJP 3.0

authority to require consultation between the agencies involved or their representatives, but does not have the authority to compel agreement. In case of disagreement between the agencies involved, he should attempt to obtain essential agreement by discussion. In the event he is unable to obtain essential agreement he shall refer the matter to the appropriate authority.”

This page was intentionally left blank

Chapter 4

Joint Task Force Organization

The task force concept

0401. A task force (TF) is a generic name for a temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation, mission, or task. A TF can therefore be of any size and composition and can be employed across the continuum of operations at either the operational or tactical level of conflict. When the TF is composed of elements from more than one environment, the adjective “joint” is added to describe all aspects of the operation. For the purposes of this chapter, JTF is used to describe the formation used to carry out joint operations.

Guidelines for joint task forces

0402. Establishing a JTF should be confined, as far as practicable, to the strategic level, leaving operational-level actions to the JTF commander and tactical actions to subordinate commanders. JTF commanders must be appointed as soon as joint operations are initiated. Once appointed, they must be provided with adequate resources and staff and specified levels of command authority over forces in the specified AOR.

0403. The complexities of modern operations demand that forces train collectively and, when practicable, that operational plans be rehearsed. JTFs should therefore assemble with all elements (i.e., C2, combat forces, and support elements) prior to deployment, to train for assigned operations.

Establishing a joint task force

0404. A JTF will be established for all domestic, continental, and international joint operations. Although a JTF may not contain elements of all three environments, the basic structure depicted at Figure 4-1 illustrates the command and supporting elements required for a generic mission-tailored JTF.

0405. When a JTF is established and a commander appointed, the establishing authority will:

- a. define the end state;
- b. allocate forces to the JTF commander;
- c. define the scope and timing of the operation;
- d. identify supporting commands and agencies;
- e. identify restraints and constraints on the operation;
- f. define the AOR;

CFJP 3.0

- g. specify and direct the transfer of the appropriate level of command over allocated forces to the JTF commander; and
- h. specify an appropriate time for TOCA.

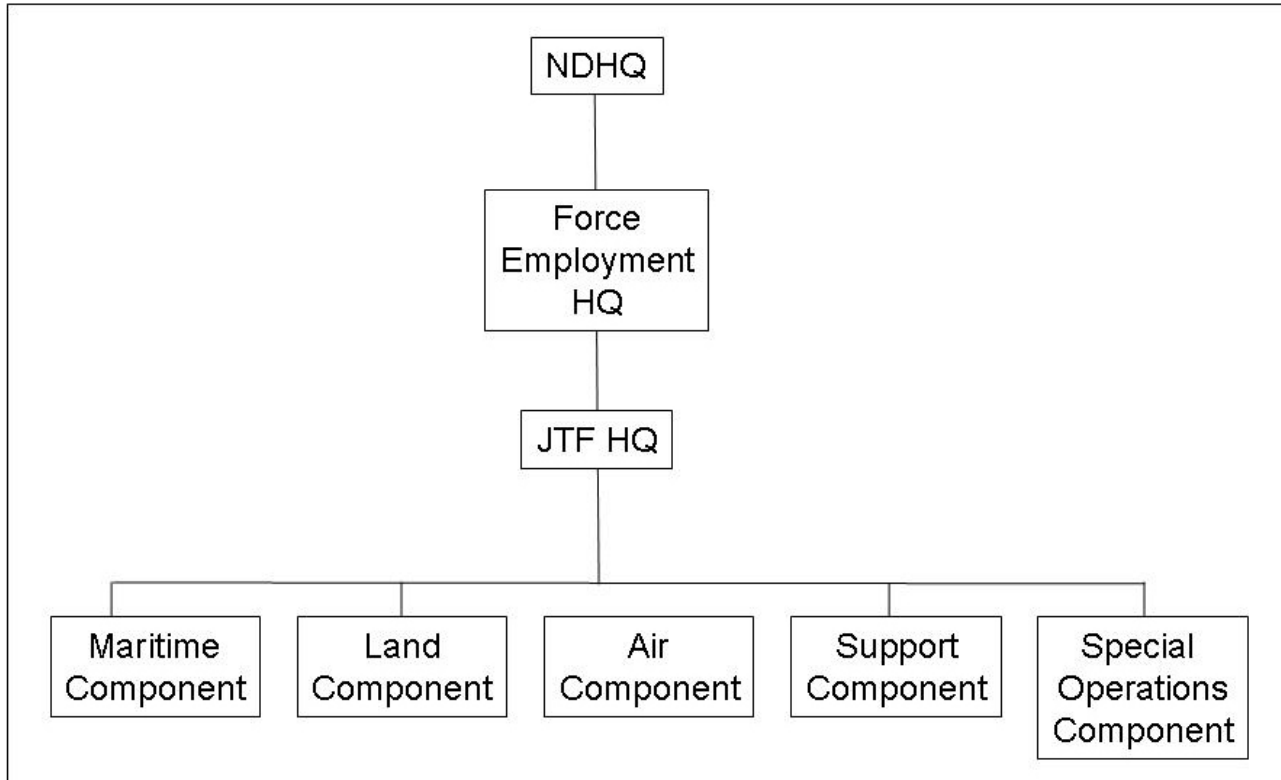


Figure 4-1. A Generic Canadian Joint Task Force

Commanding a joint task force

0406. The command of combat units and support groups on contingency operations is vested in a JTF commander appointed by the CDS. The Strategic Joint Staff (SJS) has the responsibility to initiate the warning order on behalf of the CDS and is responsible for the strategic level planning and for issuing direction to the designated FE headquarters (FEHQ).¹⁸ When the CDS establishes a JTF, a separate chain of command is activated that has the appointed JTF commander responsible to the CDS through the designated FEHQ. The force generators may be tasked to provide support to their component forces allocated to an operation; however, they are normally outside the operational chain of command except when appointed as a JTF commander within an assigned AOR for domestic operations.

0407. When appointing JTF commanders, the CDS must specify the end state, allocate the resources to achieve that end state, and specify C2 arrangements, including the delegation of authority on the allocated personnel, agencies, or elements. JTF commanders, aided by the designated FEHQ in the

¹⁸ For operations domestic and continental operations, Canada COM is the designated FEHQ. For international operations, CEFCOM is the designated FEHQ.

CFJP 3.0

planning and execution of the mission, require a deployable JTFHQ as well as communications and administrative support units.

0408. Commanders who are fully conversant with the tactics, techniques, capabilities, needs, and limitations of forces of their own environments may have only limited knowledge of the tactics, techniques, etc. of the other environments. They must therefore be provided with a staff that will enable them to effectively command and control resources from other environments and support agencies. Military advice may also be provided by specialist liaison or staff officers and by the commanders of subordinate, supporting, or higher commands.

0409. Once a JTF is created, a separate chain of command reporting directly to the JTF commander is established. This chain of command is activated at a time determined at the strategic level and specified in orders through TOCA.¹⁹

0410. Prior to TOCA, the JTF commander is authorized to direct planning for the operation through the designated JTFHQ and designated force generators. While the designated force generators retain their full range of command responsibilities, they must be responsive to the direction of the JTF commander.

0411. Once TOCA takes place, JTF commanders assume the level of command and responsibility in accordance with the CDS direction. Force generators will retain their usual responsibilities minus the authorities and responsibilities that have been transferred to the JTF commander.

Command and control methodologies

0412. The C2 method used for a joint operation will depend on the resources allocated to the operation, the degree of authority delegated to the JTF commander, the nature of the operation, and the situation. The following two C2 methods are available to the JTF commander:

- a. **Component command method.** This is the C2 method most commonly used. In this method, the JTF commander exercises authority through component commanders. JTF component commands are allocated to a JTF under OPCOM or OPCON. The JTF commander issues broad operational directives to each of the component commanders who then translate the directives into detailed plans and orders. Each component command has a separate HQ. The JTFHQ and component HQs may be either co-located or in separate locations.
- b. **Direct method.** The direct method is an alternative method of command, usually used when size, complexity, and time span of an operation are limited. This method is used less frequently for international operations. The decision to employ the direct method will normally be made in consultation with an environmental command. In the direct method, a JTF commander exercises command authority by issuing detailed orders directly to subordinate elements. Appropriate staff and control facilities are therefore required and the span of control that can effectively be managed depends largely upon the capacity of the staff and the facilities available. If necessary, JTF commanders may

¹⁹ See Chapter 3.

CFJP 3.0

delegate to subordinate commanders a level of command authority over elements of their forces.

0413. When assigned a campaign, the JTF commander will:

- a. confirm the objective(s);
- b. define the missions and tasks;
- c. issue the necessary planning guidance to JTFHQ staff so that it can produce the planning guidance, OPLAN, and/or Op O for issue to subordinate commanders;
- d. organize forces;
- e. describe the concept of operations;
- f. set priorities;
- g. coordinate the use of logistics resources; and
- h. determine the sequence of operations.

Joint task force staff activities and functions

0414. The JTFHQ staff provides advice to the JTF commander and to subordinate commanders. Staff activities include:

- a. the collection and the analysis of information upon which decisions and plans are based;
- b. the development of detailed OPLANs and Op Os;
- c. the conveyance of instructions and orders quickly and accurately to subordinates;
- d. the monitoring and execution of OPLANs; and
- e. the assessment and reporting of progress achieved to the JTF commander and higher headquarters using predetermined assessment criteria.

0415. The JTFHQ staff assists the commander by coordinating routine activities and resolving problems within the overall framework of the commander's plans or directions. More specifically, the staff functions are to:

- a. gather and organize information for presentation to the commander;
- b. assist in the preparation of estimates;
- c. make recommendations on operational, tactical, and administrative matters;
- d. complete the detail of the campaign plan;

CFJP 3.0

- e. anticipate future tactical and administrative developments;
- f. inform higher, subordinate, and lateral commands of developing situations;
- g. assist the commander in providing direction and coordination in the execution of the plan; and
- h. monitor accomplishment of the JTF commander's directions.

Composition of the joint task force headquarters staff

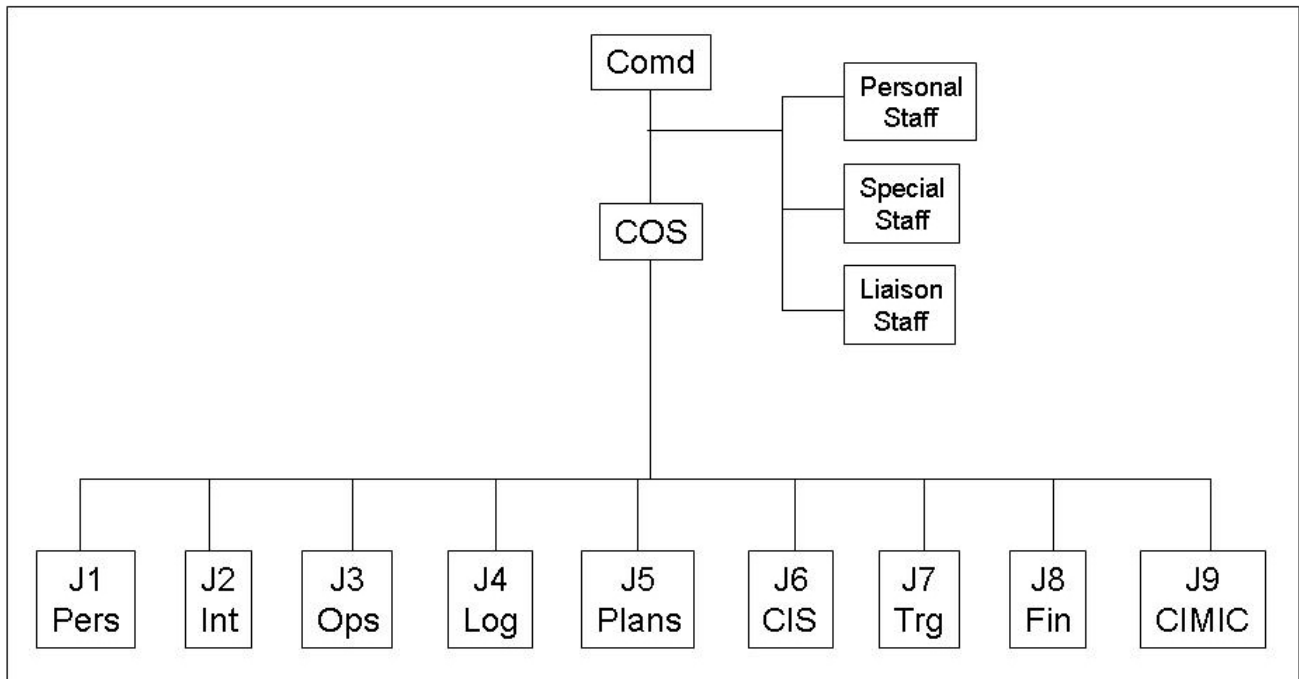


Figure 4-2. A Generic Operational-level Headquarters

0416. The JTFHQ staff is headed by a chief of staff (COS) whose principal tasks are: to organize, direct, supervise, and coordinate all staff activities; to ensure the coordination of staff work with higher, lateral, and subordinate commands; to assist the commander in making decisions; and to assist in directing and coordinating the execution of plans and orders.

0417. The staff is comprised of three main categories of appointments: personal, special, and joint. Officers with sea, land, and air experience will be assigned to the HQ in a proportion determined by the nature of the operation and the needs of the commander.²⁰

- a. **Personal staff.** This staff element, which includes aides-de-camp and executive assistants, is responsible for special matters over which the commander chooses to exercise close personal control. It assists the commander directly by meeting the commander's personal needs and arranging work and visit programmes (i.e.,

²⁰ This describes the normal organization of a JTF staff. Commanders have the prerogative to arrange the staff according to their needs.

CFJP 3.0

appointments, itineraries, documents, transportation, etc.). The personal staff also provides an additional link between the JTF commander and the joint staff.

- b. **Special staff.** The special staff assists the commander with technical, administrative, policy, legal, and operational matters. Examples of special staff officers are the commander of the medical group, who is the authority on health-service support; the commander of the engineer unit, who keeps the commander informed of all military-engineering activities; and political and legal advisors who directly support the command group of the JTF. The special staff is usually small and is made up of experts who may also hold positions within a component command, support group, unit, or within a division of the joint staff.
- c. **Joint staff.** The joint staff is usually organized along traditional lines and a number of divisions responsible for distinct staff activities. The joint staff is involved in planning, coordinating, and supervising the execution of operations and training; and in arranging the support required by the JTF. Distinct activities of the joint staff will include some or all of the following and will usually be titled as indicated below.
 - (1) **Personnel (known as J1).** The J1 staff assists the commander with the formulation of personnel policies for the management of the JTF personnel. This staff is also responsible for administering the military and civilian personnel within the JTFHQ.
 - (2) **Intelligence (J2).** The J2 staff is responsible for providing the commander with accurate and timely intelligence. The J2 staff monitors intelligence from all sources on current operations and is responsible for coordinating all in-theatre intelligence, surveillance, and reconnaissance agencies and sources organic or available to the JTF. The J2 staff is also responsible for disseminating intelligence to the JTF.
 - (3) **Operations (J3).** The J3 staff assists the commander in planning, directing, controlling, and coordinating training and operations. As all other staff effort must support these activities, J3 is the pre-eminent staff branch.
 - (4) **Logistics (J4).** The J4 staff assists the commander with the arrangements for the logistical aspects of the operation such as supplies, accommodation, maintenance, and administrative movement.
 - (5) **Planning (J5).** The J5 staff is responsible to the commander for the development of OPLANs for the JTF and supports the planning activities of the J3 division.
 - (6) **Communications and information systems (J6).** The J6 staff assists the commander by coordinating the procedures to identify, collect, process, present and distribute the information needed by the commander and by coordinating the technical details for information acquisition and distribution.
 - (7) **Training and exercises (J7).** The J7 staff is responsible to the commander for the development and implementation of training plans and exercises for headquarters

CFJP 3.0

staff and allocated units. Additionally, dependent upon the mission assigned, the J7 staff may be tasked to assist in the training of host-nation military forces as part of stabilization activities.

- (8) **Financial and comptrollership (J8).** The J8 staff provides advice to the commander and other JTF staff on all financial aspects and, on behalf of the JTF commander, liaises with OGDAs, NGOs and host-nation authorities for in-theatre financial matters.
- (9) **Civil-military operations (J9)** The J9 staff is responsible to the commander for the development and execution of policies relating to local national authorities and the civilian population, including HNS for the JTF.

0418. **Liaison staff.** The JTF commander is also supported by liaison officers from the component commands, from allied or coalition forces, from other government and non-governmental organizations, from host nations, and from international agencies. These liaison officers must be knowledgeable about the capabilities and limitations of their own particular organization, formation, or unit. They must also be knowledgeable about the capabilities and limitations of the CF. If required, liaison officers would be detached from the JTFHQ to adjacent and other headquarters. The liaison officers normally work under the direction of the COS. The JTF commander may also designate an individual to perform liaison duties for a specific purpose or period of time. The JTFHQ liaison staff is responsible for:

- a. acquiring information for the commander and the joint staff;
- b. passing information from the commander; and
- c. representing the JTF commander's interests.

Command and control of the joint task force headquarters

0419. While the JTFHQ staff helps the commander to achieve the mission and supports the chain of command, it is not part of it. Its purpose is to ensure that the commander understands the tactics, techniques, capabilities, needs, and limitations of the components of the JTF.

0420. The JTFHQ staff has no command authority. Its influence is derived from the JTF commander and is exercised under the commander's authority. The JTFHQ staff must never interfere with or impede the relationship between senior and subordinate commanders.

Headquarters structure and size

0421. The precise structure and size of a JTFHQ will vary depending upon the nature of the operation. The location and facilities of the JTFHQ will have a major impact on what the JTF commander and the staff can accomplish. For example, a JTFHQ onboard a command ship may have limitations of space and equipment that could affect manning levels and equipment capabilities. This may necessitate the establishment of an initial cadre, in the early stages of an operation, with a reach-back capability for the JTFHQ as well as the component commands. The initial cadre would be further augmented, as

CFJP 3.0

required, by specifically designated individuals when the JTFHQ arrives in theatre dependent on the operation, available HNS, and the security situation in the AOR.

0422. For major domestic operations, it may be necessary to augment established Canada COM RJTFHQs with personnel from other HQs and units to enable around-the-clock operations or to carry out functions not normally resident in a RJTFHQ. The degree of augmentation will be dependent upon the type of operation assigned and will be determined during the planning stages as part of the considerations for mission tailoring.

Chapter 5

Campaign Planning and Execution

The campaign plan

0501. The campaign plan provides the framework within which operations are planned and executed. It describes the strategic end state; the overall concept and intent of the campaign; the enemy's operational centres of gravity, lines of operations, decisive points; and the operational objectives essential to success. The campaign plan provides guidance for developing the associated operational-level plans and orders.²¹

0502. Campaign planning is the responsibility of the commander assigned to conduct a joint operation.²² Due to the authority and accountability inherent to all command positions, the commander of a JTF is personally responsible for carrying out an initial mission analysis and provide planning guidance to JTFHQ staff. In simple terms, the JTF commander must set operational objectives, timelines, and constraints for the operation as the starting point for the campaign planning process.

0503. Elements of the JTFHQ staff form a joint operations planning group (JOPG) to assist and support the JTF commander. All planning and resource requests subsequently undertaken by the JOPG are done so on behalf of the JTF commander. The staff is organized and its efforts are focused and synchronized to assist the commander throughout the OPP.

0504. A commander's intent is a direct statement of the vision for the conduct of a campaign. It is a prelude to the drafting of the campaign plan and establishes the conceptual framework by focusing initial planning efforts for JTFHQ staff and subordinate commanders. The detailed campaign plan encapsulates the commander's intent and is the primary C2 instrument at the operational level.

0505. There is no standard format for a campaign plan. The campaign plan should be concise and should not describe the execution of the phases in tactical detail. It provides the guidance for developing the OPLANs and Op Os that will in turn provide the tactical design for phases of the campaign. The initial phases of the campaign will be described with some certainty, but the design for succeeding phases will be described in more generic terms since it is impossible to predict the situation in the AOR as the campaign develops. However, the final phase, the anticipated decisive action that will achieve the end state, should be clearly envisioned and described.

0506. Until the campaign end state is realized, the campaign plan must be continuously adapted to changing aims (including the adversary's), resources, and limiting factors. An important feature of any plan, no matter how detailed, is its usefulness as a common basis for change. Detailed planning should not become so specific that it inhibits flexibility in the conduct of operations.

²¹ CFJP 01 – *Canadian Military Doctrine*, p. 6-4.

²² Major operations require the development of a full campaign plan. For smaller scale operations, an OPLAN may be sufficient. CFJP 5.0, *The CF Operational Planning Process*, provides more detail on operations planning.

Campaign design

0507. The JTF commander must formulate a vision for the conduct of the campaign that blends the maritime, land, air, and special operations aspects into a single overarching joint force concept. This conceptual vision is the essence of campaign design. Campaigns may be based on either a single or multiple strategic end states. If there is more than one strategic end state, campaigns can be waged sequentially or simultaneously.

0508. After the JTF commander receives strategic direction, the principal task is to determine the operational objectives to achieve the defined military end state. The OPP is the means to accomplish this task.

The operational planning process

0509. The OPP is a coordinated process to determine the best method of achieving the desired end state in support of strategic guidance. This process enables the commander to translate strategy and objectives into a unified plan for military action by describing how operations and logistics will be used to achieve success within a given time and space.

0510. The aims of the operational planning process are:

- a. to standardize the planning process within the CF;
- b. to ensure strategic/political control is maintained during the development phase of a campaign plan;
- c. to enable staffs to translate political goals, objectives, priorities, and end state into a strategic military end state and operational objectives;
- d. to enable commanders to guide the development of the plan including the synchronization of operational combat functions; and
- e. to maximize the commander's and staff's creative thinking and associated thought processes.

0511. The output of the planning process is a CONPLAN or OPLAN, designed to achieve an assigned desired campaign end state.

The campaign plan and the operational planning process

0512. The OPP drives the analytical, practical, and mechanical processes that produce the plans, orders, and directives for the execution of the campaign. The campaign plan results from the application of the OPP and provides direction to the component commanders for the planning and execution of tactical missions to achieve the operational objectives. The campaign plan provides the guidance for the development of subordinate commanders' plans, which will be executed by a series of Op Os.

The operational framework

0513. The operational framework is the tool used to achieve decentralization of command by identifying subordinate commanders and establishing command relationships for each phase of a campaign. The layout of the operational framework should flow from the campaign design and be related to specific decisive points and lines of operation.

0514. There are several ways of subdividing an AOR depending upon the countries and resources involved (*see* figure 5.1). In most cases, depending upon the scale of the operation, the AOR is further subdivided into a number of AOs for subordinate commands. Each subordinate level of command will further define their AO by determining their own area of influence (A of I) and area of interest (AI).

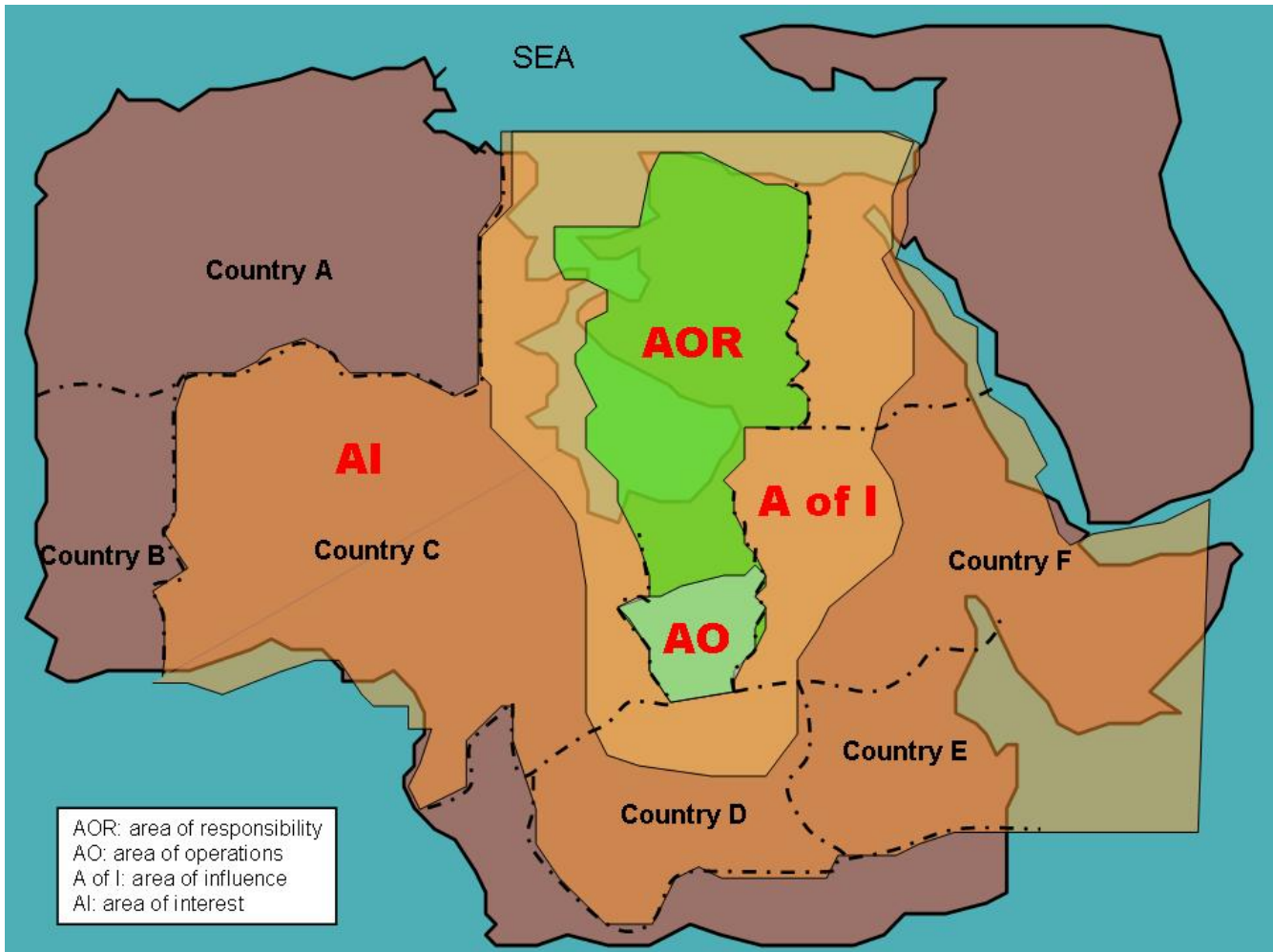


Figure 5-1. A Generic Theatre of Operations

0515. **Area of operations.** An AO is the geographical limits within which a subordinate commander has the authority to plan and conduct tactical operations.²³ It will normally be associated with specific

²³ Note that this definition differs from the NATO one.

CFJP 3.0

tactical objectives and one or more lines of operation. The commander's authority should also include the control of all actions supporting the assigned mission and allow employment of organic and supporting systems to the full extent of their capabilities. The AO may change in conjunction with a change in mission.

0516. At any one level of command, AOs will never overlap. In fact, in dispersed operations there may be gaps between them. Geographical boundaries and airspace allocations are used to describe the physical limits of AOs.

0517. **Area of influence.** An A of I is the physical volume of space within which a commander can directly influence the understanding, the perceptions, and the will of an adversary. This ability to influence exists on both the physical and the cognitive planes.

0518. An A of I is measured by the limit of the physical effects the commander may deliver. It can be visualized as a three-dimensional bubble that moves with the force, whose expansion and contraction depends on the type and location of the weapon systems involved. Although it may change coordinates often, it will always have a finite delineation in the operating environment.

0519. The cognitive effects of influence may not be within the AO or adjacent geographical area. They may be physically removed from the immediate AO and local environment and located in another area. So, while the physical effects will be applied within the physical boundaries of an A of I, the cognitive effects may be wide-ranging in both time and space.

0520. At the operational level, the A of I includes the AOR. Military operations and activities within operational areas of influence are synchronized along lines of operation in order to create supporting effects and achieve operational objectives.

0521. **Area of interest.** An AI is the three-dimensional geographic space, defined in geographic terms, in which a commander wishes to identify and monitor those factors that may influence the outcome of current and anticipated missions. Since the AIs of various commanders are likely to overlap, coordination is required to ensure unity of effort. The scope of this wider view is not limited by the reach of integral intelligence resources; it depends on the reach and mobility of the enemy. Where an AI extends beyond a commander's intelligence collection ability, it is the basis for integrating intelligence with other forces.

Preparation of the campaign

0522. Preparations for the campaign include realistic pre-deployment and in-theatre training for all personnel. The JTF commander must provide direction to subordinates to facilitate focused training. Senior commanders and the JTFHQ staff also require training and it is important for the commander to get familiar with the staff if time allows. This fosters trust and mutual understanding and can rectify weaknesses and prevent misunderstandings. While destroying the enemy cohesion is an essential element of success, building friendly force cohesion is a fundamental element of success. The commander must ensure that, prior to the commencement of operations, all personnel are well motivated, understand the commander's intent, and are confident in the ability to achieve assigned missions.

The execution of the campaign

0523. The key to success at both the operational and tactical levels, regardless of theatre or type of campaign, is to seize the initiative early and to maintain it. This will force the adversary to comply with the JTF commander's will.

0524. The initiative can be seized by countering strengths and striking weaknesses on both the cognitive and physical planes of war. Commanders must: ascertain intentions and identify main efforts; isolate and target elements critical to cohesion; manipulate perceptions; delay reinforcements by interdiction; and degrade critical functions or capabilities such as C2, info ops, offensive air support, or logistics. A campaign may be designed to hold an adversary initially by denying objectives, curtailing freedom of action, and shaping events in preparation for subsequent action.

0525. Within their respective AO, commanders at all levels should synchronize and deconflict operations to be mutually supportive in a manner that appears to be one continuous operation. The coordination of operations is a complex undertaking that requires a clear understanding of the commander's intent and the main effort throughout the JTF.

0526. Operational tempo incorporates the capacity of the force to transition from one operational posture to another and does not imply an ever-increasing speed of operations. It is focussed on completing the OODA loop faster than an adversary. Increasing and varying the tempo of operations, or the battle rhythm, may help to seize the initiative and dictate the conduct of operations by imposing threats to which the adversary is increasingly unable to react.

0527. Commanders set and hold the operations tempo desired to achieve the proper sequencing of events. When dictating the tempo of operations, a commander must be careful not to establish a pace that cannot be maintained by the JTF. Subordinate tactical commanders must attempt to establish a battle rhythm commensurate with the joint operational commander's design and there must be flexibility to compensate for unexpected success or failure at either level of conflict.

0528. An operation, battle, or engagement reaches its culminating point when the current situation can just be maintained but not developed to any greater advantage. Identifying a culminating point in terms of time and space is a difficult task for any commander because there is a natural temptation to push the troops further to achieve an objective. Since operations, battles, and engagements cannot be conducted continuously, commanders must pay close attention to the logistic sustainability of forces, their morale and physical condition, and keep in mind the limits of their combat power.

0529. A commander will order an operational pause when necessary. The initiative can be retained by increasing the operational tempo on one line of operations while another line is on an operational pause.

0530. Control of the use of force is an important aspect of all military operations. The overuse or underuse of force, as well as the proportionality with which it is used, may affect a mission's success and can lead to unnecessary loss of human lives, damage to property, and/or destruction of natural resources. It can alienate the local, international, and Canadian publics. Commanders at all levels must provide clear guidance concerning the application of the ROE.

The conclusion of the campaign

0531. Military operations are conducted to achieve the campaign end state in accordance with military strategic objectives. Strategic success requires clearly understood national strategic aims and close collaboration between political and military leaders.

0532. It is always possible that a conflict may be terminated before the originally envisaged campaign end state is reached. This may be caused by the commander finding that the situation in the AOR differs significantly from that which was originally conceived during the campaign planning (e.g. a PSO was planned but the JTF encounters a growing insurgency). The consequences of premature termination must be considered.

Post-conflict actions

0533. A period of post-conflict actions will exist from the immediate end of the conflict to the accomplishment of the national strategic aims. As violence diminishes during the course of an operation, military control and coordination will become less critical and the delicate transition between military and civilian control can take place. The aim of post-conflict activities should be to stabilize the area until international, non-governmental, or host-nation agencies assume responsibilities. This transition is an important consideration at the operational level. A variety of joint operations and activities may occur during this period. This transition can occur even if residual combat operations are still underway in parts of the AOR.

0534. Military forces may be the only source of stability in the AOR and may be required to perform a variety of activities to help further stabilization activities. These may include: controlling prisoners, handling refugees, marking minefields, destroying unexploded ordnance, providing emergency health service support, providing emergency restoration of utilities and other civil affairs, and performing humanitarian assistance activities. However, the goal should always be a quick transition back to civilian control of the AOR. The JTF commander may also be the conduit for negotiations with the belligerent political and military leaders as part of the initial conflict termination process.

0535. Prior planning based on the anticipated situation at the end of the conflict will ease the transition into post-conflict actions during the critical period that follows the termination of combat operations. Info ops and CMO may be effective tools during that period.²⁴

Redeployment/transition to future operations

0536. At the conclusion of the campaign, the operational commander must consider the redeployment of the JTF. Redeployment should not be considered as a final activity but as movement towards a transition to future operations. Unit and formation integrity should be maintained during redeployment whenever possible and the commander should always keep in mind the reconstitution process for the next operation. Consideration must also be made for the reintroduction of troops back into Canadian society after service in war-torn areas and after witnessing widespread pain, suffering, and death. The efforts spent building and preserving cohesion within a force prior to and during operations must be continued after redeployment and commanders at all levels are responsible for the successful reintegration of their personnel into post-conflict routines.

²⁴ Refer to paragraphs 0143 to 0145.

Chapter 6

Domestic Operations

Legal framework

0601. Domestic operations are conducted within the confines of Canadian territory and exclusive economic zones and take many different shapes and forms: assistance during civil emergencies; support to national development goals; support to the maintenance of public order and security, and/or their restoration; and conduct of surveillance-and-control operations.

0602. Canada must be able to respond to potential transnational threats whether they are natural disasters (such as hurricanes and floods), terrorist attacks, or pandemic health crises. To do so, the Government of Canada has made the defence and provision of assistance to the citizens of Canada the number one priority of the Defence mission.

0603. In domestic operations, DND and the CF play a supporting role to, and only at the request of, federal, provincial/territorial or municipal lead civil authorities, with the exception of the defence-of-Canada role. This recognizes the jurisdictional boundaries and responsibilities established in various federal statutes such as the *Constitution Act of 1867*,²⁵ the *Emergencies Act*, the *Emergency Management Act*, and the *National Defence Act (NDA)*.

0604. Under the *Constitution Act of 1867*, a division of legislative jurisdiction was made between the federal and provincial governments. At Section 91, the federal government was given exclusive jurisdiction for emergencies that span two or more provincial or territorial government jurisdictions. The *Emergency Management Act* sets out clear roles and responsibilities for all federal ministers across the full spectrum of emergency management. This includes prevention/mitigation, preparedness, response and recovery, and critical infrastructure protection. The *Emergency Management Act*:

- a. mandates responsibility to the Minister of Public Safety (MPS) to provide national leadership and to set a clear direction for emergency management and critical infrastructure protection for the Government of Canada;
- b. establishes concisely the roles and responsibilities of federal ministers and enhances the Government of Canada's readiness to respond to all types of emergencies;
- c. enhances collaborative emergency management and improves information sharing with other levels of government as well as the private sector; and
- d. grants authority to the MPS, in consultation with the Minister of Foreign Affairs, to coordinate Canada's response to an emergency in the US.

0605. The primary responsibility for emergency preparedness activities lies with provincial and territorial governments. The provincial minister responsible for emergency preparedness or the

²⁵ Also known as the *British North America Act (BNA)*.

CFJP 3.0

Lieutenant-Governor in Council of a province or territory may require provincial or municipal government departments to formulate emergency plans. CF commanders at all levels must become familiar with the responsibilities of civilian emergency planning authorities as well as the limitations and constraints under which they operate and must be prepared to provide assistance when/as requested.

Provincial/territorial emergency measures/management organizations

0606. Provincial/territorial legislation provides the emergency management offices (EMOs), other ministries, and local authorities with the authority to plan for, and respond to, emergencies or disasters. There can be considerable variation between the provinces and territories as to the scope of provisions and limits of authority defined in respective legislation. In general, an EMO will consist of a HQ, with a central operations centre, from which the activities of all involved ministries are coordinated and directed; in addition, there will likely be regional offices that provide support to local governments and emergency managers.

0607. In the event of an emergency, local police, fire, emergency health services, and public works managers will usually be the first to respond and the local authority may establish an emergency operations centre (EOC). Requests from the local authorities would be passed to a regional EOC or directly to the provincial/territorial EOC for coordination of resources. As an emergency broadens in scope, it is probable that various ministries representatives with special responsibilities in an emergency will join the staff of the provincial/territorial EOC. If the emergency reaches a state where it is beyond the scope and resources, or jurisdiction, of provincial/territorial authorities, a request for assistance may be made to federal authorities.

0608. When federal support has been requested and approved, the province/territory retains the responsibility for the allocation and priority of use of federal support with the EMO coordinating the application. Federal involvement in the management of an emergency will always be in support of provincial/territorial authorities unless the scale of the emergency results in a declaration of a “national emergency” under the *Emergencies Act*, or if the emergency clearly impacts on areas of federal jurisdiction (e.g., floods or fires on federal lands). When the federal government does intervene, the MPS²⁶ will assume the lead-minister responsibilities if a lead minister has not been designated in advance. The lead minister and department will coordinate the collective effort of the federal government. The lead minister will usually be designated based on a determination of the normal departmental responsibilities that most closely relate to the circumstances of the disaster.

National emergency plans

0609. Under the provisions of the *Emergency Management Act*, every federal minister must develop plans for civil emergency contingencies that are within, or are related to, their department’s area of accountability and to implement those plans when authorized. These plans could be employed either by themselves or in combination with other ministries. They generally outline the respective roles,

²⁶ The Prime Minister announced the creation of PS in December 2003. PS regroups the functions of numerous formerly separate federal organizations and agencies such as the Solicitor General, the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Services (CSIS), and the Canada Border Services Agency (CBSA) under one department. PS’s mandate is to keep Canadians safe from a range of risks such as natural disasters, crime, and terrorism. The Department’s mission is to enhance the safety and security of Canadians in their physical and cyber environments by fostering better preparedness for emergencies.

CFJP 3.0

responsibilities, and interdependencies of individual departments and agencies, interdepartmental response coordination mechanisms, and the listings of the available resources that could be used in response to an emergency. Canada COM planners and commanders at all levels must be familiar with the various national emergency plans and the potential roles and responsibilities for the CF outlined in each plan.

Types of national emergencies

0610. A national emergency is a situation so severe that it necessitates measures that exceed both provincial competencies and the normal authorities of the federal government. A national emergency is defined in the *Emergencies Act* as “an urgent and critical situation of a temporary nature that

- a. seriously endangers the lives, health or safety of Canadians and is of such proportions or nature as to exceed the capacity or authority of a province to deal with it, or;
- b. seriously threatens the ability of the Government of Canada to preserve the sovereignty, security and territorial integrity of Canada; and
- c. cannot be dealt with effectively under any other law of Canada.”

0611. There are four types of national emergencies:

- a. **Public-welfare emergencies.** Severe natural disasters or major accidents affecting public welfare, which are beyond the capacity or authority of a province or territory to handle.
- b. **Public-order emergencies.** Security threats that are beyond the capacity or authority of a province or territory to handle (such as civil unrest, terrorism, etc.).
- c. **International emergencies.** Intimidation, coercion, or the use of serious force or violence that threatens the sovereignty, security, or territorial integrity of Canada or of any of its allies.
- d. **War emergencies.** These emergencies are characterized as state on state confrontations and require an official Government of Canada declaration of intent.

Categories of CF operations

0612. CF operations fall within three broad categories:

- a. **Routine operations.** Routine operations are force employment activities that are normally recurring in nature, can usually be planned for, and are programmed on an annual basis.
- b. **Contingency operations.** Contingency operations are planned in advance of known events or events that could reasonably be expected, thereby permitting a formal planning process.

CFJP 3.0

- c. **Rapid-response operations.** Rapid-response operations are those force employment activities that require an immediate CF action to save lives, reduce human suffering, or mitigate property damage. In the interest of achieving timely effects, planning will be reduced to its essential components; thus higher risk is accepted in planning, preparing and coordinating the operation.

0613. Comd Canada COM's implication in these operations is as follows:

- a. **Routine operations.** Comd Canada COM identifies the force requirements for routine domestic operations in consultation with force generators and the SJS. CDS endorsement is needed when the employment of CF elements on routine domestic operations may have a significant impact on wider CF strategic readiness/capability and/or force generation.
- b. **Contingency operations.** Comd Canada COM identifies force requirements in consultation with force generators and the SJS. Comd Canada COM and the force generator involved will seek CDS endorsement when the employment of CF elements may have a significant impact on wider CF strategic readiness/capability and/or force generation.
- c. **Rapid-response operations.** Upon declaration of a rapid-response operation by the CDS or Comd Canada COM, the latter is given OPCOM of all CF elements situated in Canada (less the forces already assigned or allocated to CEFCOM, CANSOFCOM, and NORAD). A RJTF commander may also initiate a rapid-response operation and will be given OPCOM of all CF elements situated within the specified RJTF AOR, (less the forces already assigned or allocated to CEFCOM, CANSOFCOM, and NORAD). Every effort will be made to seek the force generator's endorsement and CDS direction prior to the conduct of the operation.

Command and control

0614. In accordance with Section 18 of the *NDA*, the CDS is charged with the control and administration of the CF. Accordingly, the authority to commit CF personnel or resources in a domestic operation resides with the CDS. In the context of domestic operations, most of that authority has been delegated to Comd Canada COM. All CF personnel, equipment, or other materiel tasked or deployed in support of domestic operations shall remain under OPCON of the commander of the operation and within the military chain of command at all times. Comd Canada COM has the following command, control, liaison, and planning delegated authorities:

- a. OPCOM of forces allocated by the CDS for the execution of routine, contingency, or rapid-response operations within the Canada COM AOR. These forces will normally be allocated for a specified duration.
- b. OPCOM of forces situated in Canada for the purposes of coordinating provision of services and assistance to civilian authorities.
- c. OPCOM of high-readiness units (immediate-reaction units and ready-duty ships). Comd Canada COM will transfer OPCON back to respective environmental commander for

CFJP 3.0

- force generation activities until such time as those units are required for force employment.
- d. OPCOM of identified units upon declaration of a rapid-response or contingency operation.
 - e. TACON of CF forces situated in Canada (less the forces already assigned or allocated to CEFCOM, CANSOFCOM, and NORAD) for the purposes of force protection, changing readiness levels, and readiness reporting.

0615. Comd Canada COM is responsible for the day-to-day oversight of domestic operations situated in the Canada COM AOR. Additionally, Canada COM HQ maintains operational liaison with appropriate OGDAs. For domestic operations, Comd Canada COM determines the requirement and informs the CDS about the deployment and employment of CF units and resources in Canada.

0616. Comd Canada COM provides RJTF commanders with an appropriate level of autonomy in the execution of routine domestic operations and has delegated executive authority accordingly. For domestic operations of sufficient magnitude or complexity (contingency operations), Comd Canada COM will normally direct a RJTF commander to conduct operations. The latter will in turn designate, if required, a TF commander to address the situation.

0617. **Regional joint task force commander authority.**²⁷ RJTF commanders exercise command over all allocated units. In addition, RJTF commanders have been delegated the following authorities:

- a. OPCOM/OPCON of forces allocated by Comd Canada COM for the execution of routine and contingency operations within a RJTF commander's AOR.
- b. OPCOM/OPCON of forces normally residing outside a RJTF commander's AOR allocated by Comd Canada COM for the execution of contingency and rapid-response operations within a RJTF commander's AOR.
- c. OPCOM of forces within a RJTF commander's AOR upon declaration of a rapid-response or contingency operation.
- d. TACON of all forces within a RJTF commander's AOR, (less the forces already assigned or allocated to CEFCOM, CANSOFCOM, and NORAD), for the purposes of force protection, changing readiness levels, and readiness reporting. RJTF HQ will inform Comd Canada COM when changing readiness levels or force protection postures, of the reasons for implementing the readiness measures, as well as the resulting impact on force-generation activities.
- e. Planning authority over the allocated forces within a RJTF commander's AOR (less the forces already assigned or allocated to CEFCOM, CANSOFCOM, and NORAD) for the purposes of deliberate operations planning and coordination of joint training exercises.

²⁷ Canada COM Concept of Operations, July 2006

CFJP 3.0

0618. In the performance of their domestic duties, RJTF commanders will:

- a. provide assistance to governments and law-enforcement agencies (LEAs) within each of the provinces and territories situated within their AOR;
- b. provide CF representation to the provincial and territorial governments within their AOR; and
- c. liaise with Public Safety Canada (PSC).

0619. Collaboration, communication, and cooperation between force employers, force generators, and the SJS are essential to ensure that force requirements are clear. Comd Canada COM identifies force requirements and availability in consultation with the environmental commands and the SJS, seeking CDS endorsement as required. The CDS issues strategic direction through the SJS, who acts as the focal point of staff support for the CDS to consider and direct force apportionment and force allocation.

Command and control of non-force-generation-assigned units

0620. Domestically, all CF units are assigned to a base, a wing, or an area support unit (ASU) commanding officer as either an integral or a lodger unit. In cases where the scale of an emergency is such that immediate action is required to save lives and reduce human suffering, the responsible base/wing/ASU commander may task lodger units to assist in humanitarian efforts. When this occurs, Canada COM HQ must be notified by the commanding officer initiating the response.

0621. As the situation stabilizes and lives are no longer considered to be at risk, the parent command, in coordination with the RJTF HQ and the applicable base/wing/ASU commander, may withdraw their unit's participation in order to support other operations. In situations where sufficient time is available, employment of lodger units should be coordinated through the RJTF HQ info Canada COM and the appropriate force generator.

Operational support

0622. During domestic operations, CANOSCOM and its units will support Canada COM and RJTF commanders by providing specialist resources. This support includes: augmenting the support component command headquarters, establishing support capabilities necessary for LOC between the closest base/wing/ASU and the AO as well as providing strategic LOC into the AO from the rest of Canada for the movement and distribution of support resources.

0623. Commanders require a clear understanding of the support factors that affect their missions and must give adequate and timely direction to subordinate commanders and support staffs for effective support planning to take place. Vice versa, support unit commanders and staffs must thoroughly understand the commander's intent and concept of operations in order to plan and provide the best possible support.

Operational readiness

0624. **Readiness and readiness reporting.** Readiness, which consists of operational capability and response time, is a measure of the ability of an element of the CF to undertake an assigned task. Comd

CFJP 3.0

Canada COM establishes the readiness levels of forces assigned to Canada COM and identifies readiness requirements to force generators and the SJS for forces that may be allocated to Comd Canada COM by the CDS. The force generators are responsible for ensuring that CF personnel allocated to domestic operations are adequately trained and equipped to carry out their duties. While the general military training provided to CF personnel fulfils most domestic operation requirements, some mission-specific training will almost invariably be required. In the case of a disaster, it is accepted that CF personnel may be deployed without the benefit of extensive pre-deployment training.

0625. Comd Canada COM will state the normal operational requirement and standard of readiness for domestic operations. Based on this statement of requirement, and informed of competing priorities, the CDS will periodically direct CF readiness levels and standards. CF-wide tracking of readiness will allow the identification of the capabilities available and ready for any operation. Whenever possible, Comd Canada COM will consult with the force generators and the CDS prior to directing changes to readiness levels.

0626. The force generators retain, as a primary role, the responsibility for organizing, training, and equipping forces for force employment. At the RJTF level, component commanders, or their equivalent, fulfil this role as force generation subordinate commanders. During the planning and conduct of domestic operations, Comd Canada COM will task one or more of the RJTF HQ to provide forces to a designated TF commander. Normally, these forces will be drawn from those forces the designated RJTF commander already exercises command over, in the force generation role, but they may be tasked and allocated from any unit, element, or formation of the CF.

Canada COM-allocated forces

0627. The following forces have been allocated by the CDS under OPCOM to Comd Canada COM for use in domestic operations:

- a. all aerospace forces (less NORAD-, CEFCOM-, and CANSOFCOM-assigned forces);
- b. three expanded immediate reaction land task forces (one in each of JTF[West], JTF[Central], and JTF[East]);
- c. two immediate reaction maritime task forces (one to each of JTF[Pacific] and JTF[Atlantic]);
- d. two ready duty ships (one to each of JTF[Pacific] and JTF[Atlantic]); and
- e. any required CF element/unit upon declaration of a rapid-response operation.

Canada COM response to domestic emergencies

0628. The CF response to domestic emergencies varies according to the type and extent of the emergency, the agency or level of government requesting assistance, and whether or not DND is designated the lead department for the particular emergency. For minor events for which assistance has been requested by another federal department or a provincial or municipal government, the CF will, when authorized, provide assistance if the resources are available and not otherwise committed to a higher priority tasking. In the event of a major emergency, priorities may be reordered as necessary to

CFJP 3.0

permit the provision of appropriate assistance. Canada COM HQ, through its joint command centre, remains informed of any potential situation that may lead to a request for CF assistance.

Response to requests for CF assistance

0629. The CF's response to requests for assistance from civilian authorities requires authorization from the Governor in Council or the Minister of National Defence (MND). Where the Governor in Council or the MND has provided such authorization, the CDS may direct the CF to provide appropriate assistance. When the CDS so directs, Comd Canada COM shall determine the strength, composition, and equipment for any military force that may be dispatched. Comd Canada COM is responsible for coordinating the provision of CF assistance to the RCMP or Fisheries and Oceans Canada in accordance with existing MOUs.

0630. When a contingency arises for which the MND has been appointed as the lead, the CF will respond as directed by the Minister. Under these circumstances, the provision of advice and options to the Minister will often entail extensive liaison and discussion with other government departments coordinated by the Privy Council Office (PCO), and within DND/CF, by the Deputy Minister. The provision of security at major international summits and sporting events held in Canada will normally be the responsibility of another government department with the CF in a support role.²⁸

0631. There are two broad categories of assistance that may be provided by the CF in domestic emergencies:

- a. **Assistance to law enforcement.** Although the CF does not have a standing mandate to enforce the laws of Canada, there are instances when law enforcement agencies may seek CF assistance in discharging their duties. Such support may include aid of the civil power (ACP) when requested by a provincial attorney general, or the CF may provide assistance to provincial police forces, the RCMP, or Correctional Services Canada as appropriate (assistance to law-enforcement agencies [ALEA]). In all of these circumstances, members of the CF are granted the status of peace officers while employed on duties related to the enforcement of the laws of Canada.
- b. **Humanitarian assistance.** This includes any action undertaken within the Canadian territory to save lives, to prevent or alleviate human suffering, or to mitigate property damage. The CF will normally operate in support of provincial/territorial emergency measures organizations. The extent of the assistance will depend on the circumstances and could range from the loan of small quantity of equipment to a major deployment of CF resources.

Aid of the civil power

0632. Under the terms of the *Constitution Act of 1867* the administration of justice within Canadian provinces/territories is under the jurisdiction of provincial/territorial governments. They are not permitted, however, to maintain military forces. In recognition that a riot or disturbance may exceed the capability of provincial/territorial civil authorities, Part VI of the *NDA* provides a process by which a province/territory may request CF support, through the CDS, for the purpose of suppressing or

²⁸ An example of this is the 2010 Olympics in Vancouver.

CFJP 3.0

preventing a riot or disturbance. This process has been amended with the passing of *Bill C-7* (May 2004) that stipulates that the CDS response must be in accordance with such directions as the MND considers appropriate in the circumstances and in consultation with the affected attorney general(s). The level and disposition of the CF response has been delegated to Comd Canada COM, on behalf of the CDS.

Assistance to law enforcement agencies

0633. The CF does not have a standing mandate to enforce the laws of Canada. There are, however, several legal instruments and interdepartmental MOUs through which the CF may be authorized to assist LEAs in the execution of their mandate. Municipal, provincial/territorial, or federal LEAs, as well as other federal government departments responsible for the enforcement of federal laws, may seek CF assistance in discharging their assigned duties. In order to enhance cooperation in critical areas such as CF armed assistance to Correctional Service of Canada, federal police, and provincial police forces, the CDS has delegated the authority to Comd Canada Com to liaise with local LEAs.

0634. Normally, the assistance requested by public authorities is for special skills, capabilities, or equipments that are unique to the CF. The assistance, when provided, is only for a specified period and always provided in support of the LEA of jurisdiction. That LEA always retains full responsibility for the conduct of all law-enforcement operations. Determining whether the request for CF assistance is from a federal, provincial, or municipal LEA is an essential first step. The applicable civil authority will be responsible for making an official request for CF assistance and will also be financially liable for costs incurred by the CF, unless otherwise waived by an appropriate DND authority. All requests should be in accordance with a previously agreed MOU and the source of the request (i.e., federal or provincial/territorial) will dictate which portions of the MOU are applicable.

0635. The response to requests for CF assistance from LEAs, with the exception of CF assistance to Correctional Service of Canada, is discretionary, and the level of response will be specified by the CDS. Force employers have the primary responsibility of advising provincial or territorial authorities and authorizing requests within their delegated authority. They also have the primary responsibility of determining any potential involvement in a disturbance of the peace. In practical terms, there is potential for a disturbance of the peace if there is any potential for confrontation or for the direct interface of CF personnel with members of the Canadian public in the context of law-enforcement operations.

0636. CF support to provincial, territorial, and municipal policing is divided into four classes.

- a. **Class 1.** Assistance in support of law-enforcement operations, where a disturbance of the peace is occurring or may occur, and where the support is in the form of CF personnel and/or operational equipment.
- b. **Class 2.** Assistance in support of law-enforcement operations, where a disturbance of the peace is occurring or may occur, and where the support is limited to equipment other than CF operational equipment.
- c. **Class 3.** Assistance in support of law-enforcement operations where there is no potential for a disturbance of the peace and where the support is in the form of CF personnel and/or equipment.

CFJP 3.0

- d. **Class 4.** Assistance to LEAs for other than law-enforcement operations where the support consists essentially in the provision of services (including CF personnel and equipment) and/or the use of ranges, training areas, or other infrastructure facilities.

0637. In the absence of a request for assistance to law-enforcement operations for domestic missions, Canada COM will not engage in law-enforcement duties. Even in the event of a major civil emergency or disaster, substantial police forces already exist in municipal, provincial, and federal jurisdictions to handle the situation. If existing law-enforcement activities must be increased as a result of an incident or event, elements of these existing agencies must be called upon and their resources fully committed before CF assistance can be considered.

Humanitarian assistance

0638. Humanitarian assistance is defined as any action taken to save lives, prevent human suffering, and/or mitigate property damage. There are three categories of domestic humanitarian-assistance operations.

- a. Emergency civil assistance (undertaken in response to natural or human-induced disasters).
- b. Search for missing persons on land, not resulting from an aeronautical or maritime incident²⁹ (sometimes referred to as ground search and rescue, or GSAR).
- c. Other humanitarian assistance (responses to requests arising from events or situations that are less than the scale of a provincially or locally declared emergency).

0639. Initial CF involvement in the provision of civil-emergency assistance will normally occur at the local level. Once authorised,³⁰ RJTFs and/or their units located at, or near, the site of an incident or within an affected area, will respond as quickly as possible employing whatever personnel and resources are immediately at hand.

0640. The extent of CF assistance necessary, or available, to support a humanitarian-assistance operation must be determined as quickly as possible following the emergency or incident. The aim is to have a presence in situ within 12 hours of a call out. The initial response will include the immediate dispatch of liaison officers to establish contact with the local lead civil authorities in charge of the response operation. These officers will obtain or confirm whatever information has been or can be made available to the assigned headquarters. In addition, they will assist in further defining and confirming requirements for Canada COM assistance, coordinate arrangements for initial military response activities, and offer military advice to those provincial/territorial agencies in planning, or implementing existing plans, for the response operation.

Sovereignty operations

0641. The primary role of the CF is to defend Canada and Canadians. This includes exercising Canada's sovereignty. The CF plays an important role in aiding the Government of Canada

²⁹ The CF shares the responsibility for aeronautical and maritime search and rescue with the Canadian Coast Guard.

³⁰ If lives are threatened, action may be taken without prior authorization.

CFJP 3.0

demonstrate its sovereignty by providing a military presence throughout the country, including in the Arctic, and promoting CF capability and resolve to domestic and international audiences.³¹ This presence enables the government to remain aware of activities taking place within Canadian territory and air/maritime approaches, and ensures that the CF can assist, when called upon, in responding to natural and man-made disasters. The ability to respond to various situations within Canadian territory is fostered through the conduct of exercises, which often involve Canadian Rangers and OGDs.

Protection of shipping

0642. Protection of shipping in Canadian territorial waters and areas of responsibility is not normally required in peacetime. Sovereignty operations normally deter threats to domestic shipping.

Personnel-recovery operations

0643. Personnel recovery encompasses all military, diplomatic, and civil efforts to recover isolated personnel. The two most common components of personnel recovery include SAR and combat SAR (CSAR), depending on the level of hostilities. In peacetime, SAR activities comprise the search for, and provision of aid to, persons, ships, or other craft that are in real or perceived distress in the air, on land, or at sea. The CF is responsible for coordinating national SAR response, in cooperation with the Canadian Coast Guard, for aeronautical and marine incidents. Additionally, the CF cooperates with the RCMP for other SAR incidents within Canada. In times of conflict or war, air forces may also conduct CSAR, which involves finding and recovering personnel in hostile territory.

0644. Comd Canada COM exercises operational command of all SAR activities in the Canadian SAR Region. Comds JTF(A), JTF(P), and CFACC are designated as search-and-rescue region (SRR) commanders for the Halifax, Victoria, and Trenton SRRs respectively. These commanders are accountable to Comd Canada COM for the coordination, control, and conduct of SAR activities within their respective SRR. CFACC coordinates SAR air activities and resources on behalf of Comd Canada COM.

Recovery activities

0645. A SAR activity can transition to a recovery activity if the individuals initially in peril have lost their lives and it becomes necessary to recover their remains, such as after an air or maritime disaster. Recovery activities may also be conducted separately to identify, recover, and return isolated personnel, sensitive equipment, and items critical to national security.

0646. Recovery activities within Canada will normally be in support of an OGD tasked with overseeing the activity. From a military planning and execution perspective, the command, control, and employment of the CF in recovery activities will be as per existing regulations and statutes governing provision of military assistance to the civil authorities.

³¹ Sovereignty is the result of surveillance, presence, and control. It is knowing who is in, and who is approaching, sovereign territory and what their intentions may be.

Intelligence

0647. Intelligence activities conducted within Canada are subject to virtually all Canadian law, including but not limited to the *Charter of Rights and Freedoms*, the *Criminal Code*, the *Privacy Act* and *Access to Information Act*. When CF elements are tasked to provide intelligence support to other federal departments or agencies within Canada, the support will be provided in accordance with all of the legal authorities, limitations, and obligations to which the supported department or agency may be subject.

0648. The CF only conducts intelligence activities in Canada under its own legal authorities when there is a clear nexus to the Defence mandate. Examples of such circumstance include activities required to enable CF force protection and departmental security, to provide surveillance of Canada's maritime and aerospace approaches and Canadian territory, and to support CF NORAD commitments within Canada.

0649. Except where an individual or organization poses a clear threat to the security of DND/CF personnel or property, the CF does not collect information or intelligence on individuals or organizations within Canada. The CF National Counter Intelligence Unit is the sole CF organization authorized to investigate threats to the security of DND/CF personnel or property, including threats posed by individuals and organizations in Canada, and does so under the auspices of the Security Intelligence Liaison Programme, in cooperation with the Canadian Security Intelligence Service (CSIS) and/or the LEA of jurisdiction.

Public affairs

0650. Domestic operations are characterized by intense political, public, and media interest. Effective public-information program and initiatives to establish an aware and sensitive public constituency are therefore essential to further national objectives and to assist military activities. The operation is unlikely to succeed without the support, or at least the acquiescence, of the public, especially the local population. The proactive use of public affairs officers (PAOs) and camera teams provide the means to inform the public with accurate and timely information.

0651. In most domestic operations, civil authorities are in control and are responsible for establishing the appropriate public- and community-relations policy and for directing the public-information program. Notwithstanding this, public announcements regarding CF involvement in domestic operations must be made by Canada COM on behalf of DND/CF in consultation with the SJS, ADM(PA) staff, RJTF PA staff and applicable government departments and agencies such as the PS, the RCMP, and the PCO, as appropriate.

0652. Public affairs in domestic operations will be an integral part of the operational plan and a prime concern of the assigned CF commander. PAOs working in the designated operational HQ will establish and maintain the contacts and conduits for the dissemination of information to the public during domestic operations occurring in their AO. Augmentation of PA personnel must be anticipated and may be requested from other sources depending on the availability of resources and the scope of the operation. In general, PAOs engaged in this function during domestic operations are responsible for the development of communications strategies and plans. They are also responsible to provide advice and guidance to the commander and maintain liaison at the national level, as appropriate.

CFJP 3.0

Special operations forces

0653. CANSOFCOM fully participates in the primary CF mission of providing for the defence of Canada. Specifically, it is capable of delivering the following operational and strategic effects:

- a. Operational effects.
 - (1) Assist in establishing and maintaining sovereignty over the Arctic.
 - (2) Organize, enable, and improve forces available to conduct surveillance.
 - (3) Conduct surveillance.
 - (4) Persuade or deter others from making inappropriate use of Canadian territory.
 - (5) Disorganize, disrupt, degrade, or deny the use of Canadian territory by others.
- b. Strategic effects.
 - (1) Defend Canada.
 - (2) Defeat terrorist threats in Canada.
 - (3) Provide counterterrorism forces capable of operating in all environments.
 - (4) Provide crisis-response forces for weapons of mass effect incidents.
 - (5) Deter terrorist activity in Canada.
 - (6) Enable and assist OGDA in select counterterrorism areas.

This page was intentionally left blank

Chapter 7

Combined Operations

0701. Combined operations, operations conducted by forces of two or more nations acting together, are increasingly the norm for expeditionary operations. Since most of these operations are also joint, CF personnel must understand the concepts, doctrine, and procedures applicable to the planning, organizing, and conduct of those operations.

0702. There are many advantages to combined operations:

- a. They allow for the sharing of operational risks between the participating nations.
- b. They add depth and breadth to a military force.
- c. They provide access, to all participating nations, to high-value information and intelligence products.
- d. They allow for the sharing of logistics assets within the JTF.

0703. The employment of a combined force, however, poses a number of challenges to effectiveness. These include:

- a. Forming an effective command and control system (including intelligence).
- b. Factoring in national caveats that control the employment of the force elements.
- c. Developing a logistics system to cater to national and multinational requirements.
- d. Implementing measures to enhance the interoperability such as the development of common doctrine and common operating procedures.

0704. The importance of the last point has brought the establishment of a distinction between two types of combined operations.

- a. **Allied operation.** An allied operation is a combined operation based on formal agreements, standards, and procedures. Operations that fall within this category are operations conducted within NATO or with the United States, United Kingdom, Australia, or New Zealand.
- b. **Coalition operation.** A coalition operation is a combined operation based on ad hoc agreements, standards, and procedures. Operation DESERT STORM (First Gulf War) is an example of a coalition operation.

Organization of Canadian participation

0705. As outlined in Chapter 4, Canada’s contribution to a combined operation will normally take the form of a JTF. Depending on the scope of the operation, the Canadian contingent may either be employed as a single entity (i.e., a Canadian JTF) or it may provide elements to the various component commands (Figure 7.1).

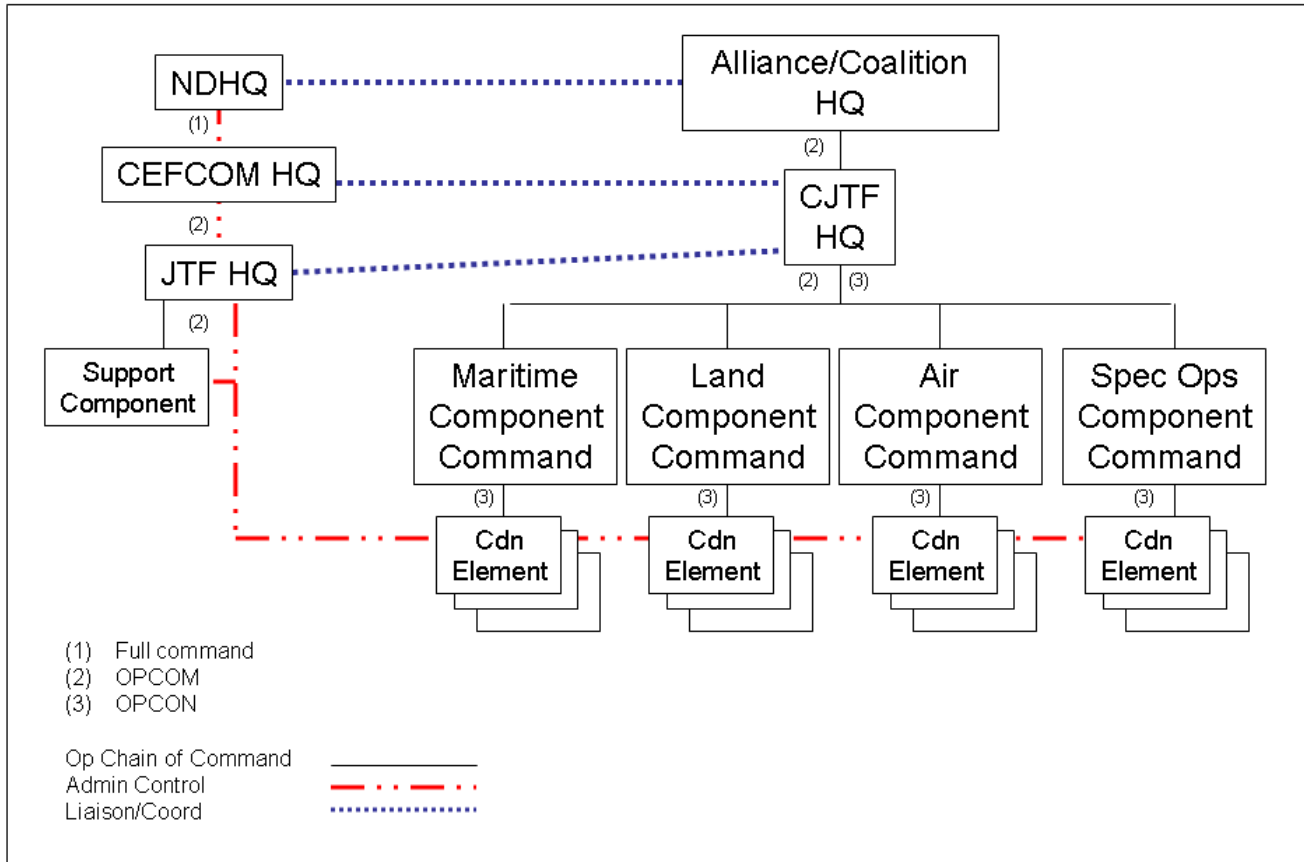


Figure 7-1. Organization of a Combined Joint Task Force Involving the CF

0706. Canada will also normally provide personnel to the combined headquarters staffs in accordance with predetermined agreements or as agreed during troop-contributing-nation (TCN) meetings. The commander of a combined force is usually an officer of the nation contributing the largest number of forces to the operation.

Command relationships

0707. There are two possible command and control scenarios for a Canadian JTF:

- a. The Canadian JTF commander functions as both the national and combined JTF (CJTF) commander. In this case, the entire Canadian JTF will normally be assigned OPCOM to the commander CJTF.

CFJP 3.0

- b. The Canadian JTF commander is the Canadian national commander (CNC) but does not function as an operational commander. In this case, elements of the Canadian JTF are assigned OPCON to the commander CJTF and the Canadian JTFHQ serves as a national command element (NCE).

0708. The commander and staff of CEFCOM would normally execute command and control of the Canadian JTF for an international operation. CF formations generated will normally be assigned OPCON to the CJTF commander. These operations are normally of such scope and complexity as to require the establishment of component commands.

0709. A CF commander's duties and responsibilities will be stipulated in the terms of reference (TOR) issued to that commander by Comd CEFCOM. These duties will be dependant on the organization of the combined force. The TOR will normally provide the CF commander with the powers of punishment of a formation commander in accordance with the relevant sections of the *NDA*. The TOR will also delineate Canadian OPCOM and OPCON responsibilities over the Canadian contingent assigned to the combined operation.

0710. Only those HQ elements necessary to the limited role of NCE will deploy. As such, they will not have the capability to plan, organize, and conduct major operations with the exception of planning for redeployment and emergency-withdrawal operations. Both of these tasks will commence immediately upon arrival in theatre. The NCE will be designed to expand its capabilities as required.

Logistics

0711. The ultimate responsibility for equipping and providing logistic support to the forces engaged in a combined operation remains a national responsibility.

0712. Notwithstanding this fundamental responsibility, multinational logistic arrangements in a combined force may be possible. NATO, for instance, has developed a policy of collective responsibility, between nations and NATO, for the provision of logistic support to a deployed NATO force. This policy encourages a cooperative use of logistic capabilities and resources for effective and efficient support.³² A similar approach may also be taken in other combined operations. Standardization, cooperation, and interoperability are the basis for a flexible and efficient support. Nations retain control over their own resources until such time as they are released to a combined joint commander by TOA.

0713. Pre-arranged logistic cooperation is impossible in coalition operations since there are no standing agreements and procedures to build from. Logistic support will therefore be based on the fundamental principle of "national responsibility." Participating nations may, however, negotiate bilateral or multilateral arrangements and implement collaborative arrangements similar to those developed by NATO.

³² The detailed NATO doctrine on the subject can be found in *AJP-4(B) – Allied Joint Doctrine for Logistics*.

Rules of engagement

0714. TCNs agree individually to ROE for combined operations. This will be done prior to deployment and negotiated prior to the issue of the initiative directive.³³

NATO Response Force operations

0715. The primary role of NATO is to guarantee the security and territorial integrity of member states. However, NATO plays an increasingly important role in international crisis management and PSOs. This role takes into account the strategic environment in which a single, massive, and global threat has given way to diverse and multi-directional risks. To ensure that NATO plays an effective role in managing crises, and in countering threats or aggression against any ally, the alliance has created a standing NATO Response Force (NRF) as a rapid-response mechanism to exercise collective political will.

0716. The NRF is kept at a state of high alert with associated readiness criteria linked to notice to move. It is commanded and supported by one of the NATO regional commands on a rotational basis. The NRF has sea, land, and air components (headquarters and affiliated forces) assigned for the duration of the NRF commitment, which may be augmented as required. Comd NRF has OPCON over national forces assigned to a campaign, and nations agree to the degree of administrative control delegated to the commander and the authority over logistic resources prior to commencement of operations.

0717. Authority for establishing a NRF is vested in the NATO Defence Planning Committee³⁴ in conjunction with the Military Committee (MC) and Allied Command Operations (ACO). ACO assigns the mission, defines the geographic AOR, assigns the operational and support forces provided by the participating nations, and specifies the commander's level of authority over allocated forces. Comd NRF is directly responsible to Comd ACO.

0718. Comd ACO is responsible, under the overall direction of the MC, for defending Allied countries and maintaining the sea lines of communications (SLOC) across the North Sea and English Channel and in the Mediterranean and Adriatic seas. In peacetime, the following forces are available to Comd ACO:

- a. national air defence units on readiness status;
- b. Headquarters Allied Command Europe Mobile Force (Land);
- c. two standing NRF maritime groups;
- d. the NATO Airborne Early Warning and Control Force; and
- e. the staffs of the integrated NATO command structure.

³³ If the ROE adopted for the combined operation conflict with Canadian doctrine and/or strategic direction, a caveat will be inserted into the campaign plan limiting the employment of Canadian forces. For more detail see B-GJ-005-501/FP-000 *The Use of Force in CF Operations*.

³⁴ For further details on NATO go to www.nato.int.

CFJP 3.0

0719. In wartime, Comd ACO controls all the sea, land, and air operations in the NATO AO.³⁵ However, the internal security of NATO member states remains a national responsibility.

0720. NATO regional commanders are responsible for developing defence plans for their respective areas, for determining force requirements, and for deploying and training the NRF forces under their command. The reports and recommendations regarding their forces and their logistic support are referred to the ACO and subsequently distributed to nations through the MC.

0721. When the CF is committed to a NRF operation, the C2 relationships will normally be as described in paragraphs 0708 to 0711 above.

United Nations operations

0722. The UN Security Council exercises political control and guidance of PSO for UN-sponsored military activities on a case-by-case basis. OPCON of forces involved in PSOs will be exercised by a designated UN JTF commander, usually from the largest TCN, who is directly responsible to the Director of Peacekeeping Operations at UNHQ in New York. The UN JTF commander for a UN-sanctioned operation is directly appointed by the Secretary General.

Coalition operations

0723. In response to Government of Canada direction, the CF may be required to conduct operations with forces of other organizations or nations, with or without a NATO or UN mandate, on a case-by-case basis. Following the First Gulf War, the Multinational Interoperability Council (MIC)³⁶ was established to facilitate interoperability among potential future coalition partners who may wish to assume lead-nation responsibilities for coalition operations. The CF was a major contributor to the development of a *MIC Coalition Building Guide* designed to be used as a starting point for planning in the event that the majority of nations who are cooperating in the MIC decide to form a coalition of the willing.

0724. While CF participation in a combined operation would normally be carried out under the auspices of a UN or a NATO mandate, it is conceivable that the Government of Canada may wish to participate in other coalition operations depending upon the nature of the crisis (e.g., humanitarian operations in response to a natural disaster). In these circumstances, the CF national element will most likely be assigned an AOR as part of a Canadian government effort in which DND may or may not be the lead government department.

³⁵ The NATO definition of 'area of operations' differs from the Canadian one. It is: "An operational area defined by a joint commander for land or maritime forces to conduct military activities. Normally, an area of operations does not encompass the entire joint operations area of the joint commander, but is sufficient in size for the joint force component commander to accomplish assigned missions and protect forces." *DTB Record # 3528*.

³⁶ MIC is an organization composed of seven nations: Canada, Australia, Germany, Italy, New Zealand, UK, and US.

This page was intentionally left blank

Chapter 8

Joint Operations and Activities

Introduction

0801. There are two categories of joint military actions that support CF military campaigns: joint operations and joint activities.³⁷ As described in Chapter 1, joint operations are the means to achieve a JTF commander's campaign end state and there may be multiple joint operations within a particular campaign.

0802. Joint military activities are also discrete military actions but are distinct from joint operations in that they are mainly cooperative in nature and usually include non-military players in the AOR. They can also occur at all levels of conflict. Joint military activities can be conducted independent of joint operations and normally support a comprehensive-approach strategy.

0803. All operational-level undertakings are realized through the conduct of a wide range of tactical operations and their constituent activities and tasks. While some offensive and defensive tactical operations and tasks focus on countering the activities of an enemy, others focus on creating an environment of stability and security in which the civil populace, its government, and other elements of power may operate. These latter tactical operations that focus on civil stability will be wide ranging. They may include: general civil security, reconstruction of essential services, support to non-military agencies, and the training of indigenous security forces.³⁸ They will often be conducted in cooperation with other, non-military agencies, with the military in a supporting role.

0804. It is the JTF commander's responsibility to determine, plan, and direct the appropriate balance of this wide variety of tactical-level activities and tasks to achieve operational objectives. Campaigns will be classified based on the predominant nature and theme: major combat, counter-insurgency, peace support, or peacetime military engagement. Additionally, the military, in support of government (strategic) objectives, may undertake operational deployments that are limited in scope and duration. Due to this limited scope and timeframe, these deployments may fall short of campaigns, but are still considered to be operational-level undertakings that may be joint and require adherence to an operational-level planning process.

0805. The types of joint operations and activities that the CF may be required to carry out are varied. They include, but are not necessarily limited to: MCOs, COINOPs, PSOs, limited military intervention operations, military peacetime activities, SAR activities, recovery activities, and stabilization activities.

³⁷ See CFJP 01 – *Canadian Military Doctrine*, Ch. 6.

³⁸ In land force doctrine, the simultaneous conduct of this range of military tactical operations is termed full-spectrum operations. Based on the spectrum of conflict, these includes: offensive, defensive, enabling, and stability tactical operations. See B-GL-300-001/FP-001 *Land Operations*.

Joint operations

0806. **Major combat operations.** MCO is the term used to describe the most demanding of joint campaigns. In MCO campaigns, joint operations take place in a state usually characterized as a “state of war.” MCO campaigns are characterized by frequent engagements that are widespread, intense, and often enduring. MCO is also mainly characterized by offensive and defensive tactical operations and activities.

0807. An MCO campaign has traditionally been between states. While this type of conflict is still prevalent in the 21st century, the type of conflict that the CF is increasingly becoming involved in is tending to be more irregular in that it does not involve the states per se. Future conflicts are anticipated to be within, or external to, fragile, failed, or failing states.³⁹ In this operating environment, strategic success is no longer synonymous with military victory. The measure of success is the establishment of enduring peace and stability, elements essential to the restoration of a stable government with functional infrastructure and institutions of governance.

0808. In accordance with Canadian Defence policy, the ability to engage in MCO is the exclusive purview of the CF. As such, the control of a MCO campaign will reside with DND as directed by the Government of Canada. It is quite conceivable, however, that a MCO campaign plan will also necessitate cooperation within a comprehensive-approach framework and may be followed by reconstruction and stabilization activities.

0809. **Counter-insurgency operations.** Insurgency is an organized movement normally aimed at the overthrow of a constituted government usually through the use of subversion and armed conflict.⁴⁰ The immediate goal of insurgents is to gain complete or partial control of the resources and/or population of a country, often through violent methods, leading to the establishment of alternative political institutions. To this end, insurgents exploit societal trends, political grievances, racial and religious differences, and economic needs while offering a vision of a better future. In essence, insurgency is “armed politics,” and while military action may be an important component of COINOPs, political resolution is indispensable to success.

0810. Effective COINOPs requires deep and detailed context and culture-specific understanding of local and regional conditions. The intent is to enable the affected government to maintain or regain the support of its population, rendering the insurgents and their tactics ineffective. The fundamental challenge of conducting COINOPs, however, is that, notwithstanding that the majority of the population may reject the insurgents’ cause, the insurgents simply have to make defending the status quo too costly for local authorities. Simply put, insurgents seek to win by not losing, while steadily eroding the will and capacity to fight or resist on the part of the governing authorities, security forces, and the general populace. For this reason there must be a clear understanding of the nature of the insurgency and a realistic assessment of the effort, resources, and time commitments required to achieve the desired strategic end state prior to committing the CF to COINOPs.

³⁹ *The Future Security Environment 2008-2030*, Draft, 1 Apr 2009, Director Future Security Analysis.

⁴⁰ While this is considered the norm for insurgencies, there are a number of cases where the insurgency may not be aimed at the actual overthrow of constituted governments but rather seeks to change the policy of the constituted government or usurp its legitimate authority. Insurgencies may also have non-political aims (i.e., be criminal in nature).

CFJP 3.0

0811. Planning for COINOPs requires a strong awareness of the political requirements that must underlie and support the campaign plan. A comprehensive-approach strategy that considers all elements of national power present in the AOR, both military and non-military, will be an essential tool in achieving the desired end state. The aim of the campaign should be to simultaneously protect the population in the affected country and prevent insurgent violence; strengthen the affected country's existing institutions' capacity and legitimacy to govern responsibly; and marginalize the insurgents politically, socially, and militarily.

0812. The CF will normally conduct COINOPs as part of an alliance or coalition effort, in response to a request from the affected government or other legitimate authority such as the UN or NATO. While the specific capabilities required will depend on the scope and scale of the commitment made by the Government of Canadian, the CF must nonetheless be prepared to conduct the full range of combat and non-combat operations as circumstances dictate, including support to humanitarian-assistance and civil-development tasks carried out as part of a comprehensive-approach strategy. In so doing, the CF will contribute to the broader coalition effort to restore and/or maintain the political authority of the legitimate government while containing and ultimately eliminating the insurgency threat.

0813. **Peace support operations.** A PSO will normally be conducted under UN (under Chapter VI or VII of the *UN Charter*⁴¹) or NATO mandate. As such, a PSO may encompass combat or non-combat operations depending on the specific category of PSO being undertaken. The generally recognized categories of PSO are: conflict prevention, peacekeeping, peace building, peacemaking, and peace enforcement. A variety of military response options support these different categories and are set out in greater detail in B-GJ-005-307/FP-030, *Peace Support Operations*.

0814. Impartiality, consent, and the minimum use of force are the key principles that will guide forces employed in a PSO. The application of these principles while planning and executing the operation requires judgment in weighting each principle based upon the particular circumstances of the PSO and the desired end state.

0815. **Limited military interventions.** Limited military interventions are operational-level undertakings of a limited scope and duration that do not merit the "campaign" designation. However, they do require operational-level planning to ensure that the assigned tactical-level operations support the strategic direction and goals. Such operations may be conducted domestically or abroad and include humanitarian-relief operations (HUMROs) and non-combatant evacuation operations. Given their nature, limited military interventions are usually launched on short notice and undertaken by specifically designated forces held on a particular stand-by or notice-to-move status.

0816. **Humanitarian-relief operations.** The Government of Canada may direct the conduct of a HUMRO to relieve or reduce the impact of natural or man-made disasters in countries or regions outside of Canada. These operations are limited in scope and duration and supplement or complement efforts of host-nation civil authorities or other agencies that have the primary responsibility to provide humanitarian assistance. The nature of the CF's contribution to a HUMRO will depend on a variety of factors such as: the resources already being supplied by other nations and/or agencies, the CF's

⁴¹ See CFJP 01 – *Canadian Military Doctrine*.

CFJP 3.0

capacity to contribute to the particular requirements of the HUMRO, and the accommodation for other operational priorities.

0817. The CF's Disaster Assistance Response Team (DART) can respond rapidly to emergencies or disasters in support of a HUMRO. It can provide, in cooperation with OGDA, a range of assistance and relief activities in relatively austere and/or remote locations. The CF can also provide logistic, planning, and communications resources to launch and sustain a HUMRO.

0818. Planning and execution of a HUMRO will follow the normal operational-planning process. A particular consideration must be the security situation in the AO and the measures that may be needed to ensure that humanitarian-relief efforts can take place in a safe and secure environment.

0819. **Non-combatant evacuation operations.** A NEO is the evacuation of Canadian citizens located in a foreign country, who are in danger or otherwise threatened by hostile actions, natural disasters, or other calamities. In such situations the Department of Foreign Affairs and International Trade (DFAIT) may request the assistance of the CF to conduct a NEO. The CF will respond positively to such a request by providing logistics, security, and other support as required up to and including a JTF.

0820. The success of a NEO depends on timely decision making in a crisis situation, well-conceived and up-to-date NEO plans, and accurate information and intelligence on the situation in the AO. DFAIT has the interdepartmental lead for NEO planning. The CF, in close liaison with DFAIT, will develop and maintain contingency operations plans for the deployment of a CF-led JTF to support a NEO, in both permissive and non-permissive environments. Additionally, the CF will maintain situational awareness of countries that have significant numbers of Canadian citizens residing in them; earmark and scale logistic assets and other resources required for the most likely NEO contingencies; and conduct, on a routine basis, exercises and training for CF elements and headquarters staffs that may be involved in a NEO.

Joint activities

0821. **Military peacetime activities.** The Government of Canada may, from time to time, direct that CF elements conduct joint activities that support its foreign policy goals and objectives. These include visits by Canadian ships to foreign ports, provision of military instructors and technical experts to assist developing nations, and the employment of CF members on international arms control and inspection verification teams. These types of activities, collectively called "Military peacetime activities," may be single-environment or joint in nature.

0822. Military peacetime activities will normally be planned and conducted at the operational level and should consider the requirements of OGDA and NGOs that may have an interest in the particular areas or nation in which the activity will take place. The activity itself should reflect Canadian national interests and be based on a whole-of-government approach.

0823. **SAR activities.** SAR is the use of aircraft, surface craft, submarines, specialized rescue teams, and equipment to search for and rescue personnel in distress on land or at sea. In Canada, SAR is inherently an integrated joint activity because it involves coordination between the CF, the Coast Guard, and the RCMP. The SAR efforts are coordinated by the Joint Rescue Coordination Centre in each of the SRR.

CFJP 3.0

0824. **Recovery activities.** While SAR activities are pre-assigned tasks and functions that the CF carries out using dedicated assets and specialized SAR units, recovery activities are fundamentally different in nature. Each recovery activity requires detailed assessment and planning regardless of the recovery purpose. Recovery activities may be covert or overt depending upon whether the operational environment is hostile, uncertain, or permissive.

0825. Recovery activities outside of Canada will be subject to the approval at the highest military and political levels, and will entail detailed preparation, planning, and execution. Generally speaking, the main difference compared to other activities is the unique security considerations that must govern the recovery activity and its associated preparations.

0826. **Stabilization activities.** Stabilization activities comprise a range of combat and non-combat missions and tasks conducted in an area of conflict by military forces in conjunction with other government and non-governmental agencies to establish a climate of public safety and order within which the host-nation government can operate effectively and civil society can function. Stabilization activities can be found across all the major campaign themes and serve to improve the confidence and security of the local population while fostering acceptance of the military forces and their mission.

0827. Stabilization activities include a wide range of missions and tasks, the most important being:

- a. **Security and control.** The provision of general security and control gives the freedom and safety to the civilian populace and other government and non-governmental agencies to conduct normal civic activities and to build institutions that support a lasting stability.
- b. **Support to security sector reform.** Security sector reform (SSR) entails the reformation of the various elements of a nation's security sector especially the judiciary and police forces. Support to SSR will involve a coordinated approach with other governmental and international agencies.
- c. **Support to civilian infrastructure and governance.** Ideally, the reconstruction of essential services and the provision of governance within an AOR will fall to entities and agencies other than the military; however, the military may have to assist until the security situation improves. The military may wish to pursue some of these tasks, particularly at the tactical level, in order to engender popular support for the military presence.
- d. **Assistance to OGDA.** Assistance to OGDA will be tailored to the particular campaign plan. In addition, military forces may provide assistance to NGOs, international agencies, and private sector commercial organizations depending on the circumstances within the AOR and political direction.

0828. Stabilization activities should be planned and conducted with the aim of creating effects that influence individuals and groups to support stability and to reject the goals of adversaries in the AOR. Ideally, planning should involve host-nation civilian partners to help in the transition to civilian-led national development and reconstruction.

CFJP 3.0

0829. Because stabilization activities involve traditional and non-traditional military actions conducted within an overarching political plan, it is essential that all CF members carry out their duties with a high awareness of the subtleties and sensitivities surrounding the mission. Unintended effects at the tactical level can have a significant impact on the overall campaign and must be minimized at all costs.

Glossary

Note: The definitions contained in this Glossary are derived from a number of sources. Where this publication is the source of a definition, no source is indicated. Definitions taken from other sources are indicated in parentheses at the end of each term, utilizing the following abbreviations:

- AAP-6 *NATO Glossary of Terms and Definitions*
 - DTB *DND Defence Terminology Bank*
-

administrative control (ADCON)

Direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organizations. (DTB, Record 3289)

alliance

The result of formal agreements between two or more nations for broad, long-term objectives. (DTB, Record 21750)

allied operation

A combined operation based on formal agreements, standards and procedures.

Note: 'Allied operation' (with capital A) is used specifically for NATO. (DTB, Record 35677)

allocated force

A force placed in an organization or under the command authority of a commander. (DTB, Record 35693)

apportioned force

A force given to a commander for planning purposes.

Note: Apportioned forces remain under the command of their parent organization until allocated for employment. (DTB, Record 35694)

area of operations (AO)

1. [Canadian] A geographical area, within an area of responsibility, assigned to a subordinate commander within which that commander has the authority to plan and conduct tactical operations. Remark: 'operations' always takes an 's'. (DTB, Record 3528)

2. [NATO] An operational area defined by a joint commander for land or maritime forces to conduct military activities. Normally, an area of operations does not encompass the entire joint operations area of the joint commander, but is sufficient in size for the joint force component commander to accomplish assigned missions and protect forces. (AAP-6)

area of responsibility (AOR)

1. [Canadian] The geographical area assigned to an operational-level commander within which that commander has the authority to plan and conduct military operations. (DTB, Record 3529)
2. [NATO] The geographical area assigned to the Supreme Allied Commander Europe. (AAP-6)

battlespace

Area of interest that includes the physical and moral planes, and the electromagnetic spectrum. (DTB, Record 19622)

Canadian national commander (CNC)

The commander who is responsible for the execution of purely Canadian functions in a specific geographic area. (DTB, Record 35681)

campaign

A campaign is a set of military operations planned and conducted to achieve a strategic objective within a given time and geographical area, which normally involve maritime, land and air forces. (DTB, Record 18743)

centre of gravity (CG)

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. (DTB, Record 324)

coalition

An ad hoc agreement between two or more nations for a common action. (DTB, Record 21755)

coalition operation

A combined operation based on ad hoc agreements, standards and procedures. (DTB, Record 35678)

combined

Adjective used to describe activities, operations and organizations, in which elements of more than one nation participate. (DTB, Record 18750)

combined operation

An operation conducted by forces of two or more nations acting together. (DTB, Record 3826)

command

The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces. (DTB, Record 27866)

command and control (C2)

The exercise of authority and direction by a commander over assigned, allocated and attached forces in the accomplishment of a mission. (DTB, Record 5950)

component command (CC)

In joint operations, an organization, subordinate to the joint task force commander, responsible for the planning, integration, and conduct of operations for a specific environment or function.

Note: Typical component are maritime, land, air, special operations and support.

(DTB, Record 19615)

comprehensive approach

The application of commonly understood principles and collaborative processes that enhance the likelihood of favourable and enduring outcomes within a particular situation

Note: The comprehensive approach brings together all the elements of power and other agencies needed to create enduring solutions to a campaign. These may include: military (joint and multi-national forces), Canadian government departments and agencies (whole of government), foreign governments and international organizations (e.g. NATO and UN), and publicly funded organizations (e.g. NGOs). (DTB, Record 34522)

constraint

In planning, an imposed obligation on action.

Note: What you “shall” do. (DTB, Record ???)

contingency operation

A deliberate operation planned in advance of a known event or an event that could reasonably be expected. (DTB, Record ???)

continuum of operations

An ongoing series of military responses in support of strategic objectives.

Note: These responses may range along the spectrum of conflict from peacetime engagements to major combat. (DTB, Record ???)

counterinsurgency (COIN)

Those military, paramilitary, political, economic, psychological, and civic actions taken to defeat insurgency. (DTB, Record 3941)

delegation of authority

1. [Canadian] An action by which commanders assign a clearly stated part of their authority to subordinate commanders.

Note: While ultimate responsibility cannot be relinquished, delegation of authority carries with it the imposition of a measure of responsibility. The extent of the authority delegated must be clearly stated. (DTB, Record ???)

2. [NATO] An action by which a commander assigns to a subordinate commander a clearly stated part of his authority.

environment

Either the Navy, the Army, or the Air Force.

CFJP 3.0

force employment (FE)

1. At the strategic level, the application of military means in support of strategic objectives.
2. At the operational level, the command, control and sustainment of allocated forces. (DTB, Record ???)

force generation (FG)

The process of organizing, training and equipping forces for force employment. (DTB, Record 32171)

full command

The military authority and responsibility of a commander to issue orders to subordinates. It covers every aspect of military operations and administration and exists only within national services. (DTB, Record 4340)

intelligence (int)

The product resulting from the processing of information concerning foreign, hostile or potentially hostile forces or elements, or areas of actual or potential operations. (DTB, Record 738)

interoperability

The ability to operate in synergy in the execution of assigned tasks. (DTB, Record 32228)

joint

Adjective that connotes activities, operations, organizations in which elements of at least two services participate. (DTB, Record 4607)

joint operation

An operation, executed by a temporary grouping of elements from two or more environments, in which the application of capabilities is coordinated to achieve a common objective. (DTB, Record #???)

joint task force (JTF)

A temporary grouping of units, composed of elements from more than one environment, under one commander, formed for the purpose of carrying out a specific operation or mission. (DTB, Record 31012)

mission

A clear, concise statement of the task of the command and its purpose. (DTB, Record 953)

national command element (NCE)

A headquarters that exercises command over its national contingent. (DTB, Record ???)

operational command (OPCOM)

The authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not include responsibility for administration. (DTB, Record 19477)

CFJP 3.0

operational control (OPCON)

The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control. (DTB, Record 1056)

operational level

The operational level of conflict is concerned with producing and sequencing the campaign, which synchronizes military and other resources to achieve the desired end state and military strategic objectives. Military actions at the operational level are usually joint and often combined. (DTB, Record 27067)

operational readiness (OPRED)

The capability of a unit/formation, ship, weapon system or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness. (DTB, Record 4983)

operation (Op, OP)

A military action or the carrying out of a strategic, tactical, service, training, or administrative military mission; the process of carrying on combat, including movement, supply, attack, defence and manoeuvres needed to gain the objectives of any battle or campaign. (DTB, Record 1053)

operations (ops)

The carrying out of service, training, or administrative military missions; the process of carrying out combat (and non-combat) military actions. (DTB, Record 27068)

peace-support operation (PSO)

An operation that impartially makes use of diplomatic, civil and military means, normally in pursuit of United Nations Charter purposes and principles, to restore or maintain peace. Such operations may include conflict prevention, peacemaking, peace enforcement, peacekeeping, peace-building and/or humanitarian operations. (DTB, Record 22802)

rapid-response operation

An operation conducted in response to an unforeseen event or emergency that requires urgent involvement to save lives, reduce human suffering or mitigate property damage. (DTB, Record ???)

restraint

In planning, an imposed limitation on action.

Note: What you “shall not” do. (DTB, Record ???)

rules of engagement (ROE)

Directives issued by competent military authority which specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered. (DTB, Record 5285)

situational awareness (SA)

The combined knowledge of friendly forces, hostile forces, the environment and other aspects of the battlespace. (DTB, Record 19631)

supported commander

A commander who has the primary responsibility for all aspects of an assigned military task and has the authority to give general direction for supporting efforts.

Note: The relationship between supported and supporting commanders does not constitute a formal command relationship. (JTP)

supporting commander

A commander who provides a supported commander with forces, capabilities or other support and/or who develops a supporting plan.

Note: The relationship between supported and supporting commanders does not constitute a formal command relationship. (JTP)

sustainment

The ability of a nation or a force to maintain effective military power to achieve desired effects. (DTB, Record ???)

tactical command (TACOM)

The authority delegated to a commander to assign tasks to forces under his command for the accomplishment of the mission assigned by higher authority. (DTB, Record 5491)

tactical control (TACON)

The detailed and, usually, local direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned. (DTB, Record 5493)

tactical level

The tactical level is concerned with planning and directing military resources in battles, engagements and/or activities within a sequence of major operations to achieve operational objectives.

(DTB, Record 27077)

task force (TF)

1. A temporary grouping of units, under a single commander, formed for the purpose of carrying out a specific operation or mission.

2. A semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task.

(DTB, Record 1457)

transfer of authority (TOA)

1. [Canadian] The formal transfer, between commanders, of a specified degree of authority over forces allocated to an operation. (DTB, Record ???)

2. [NATO] Within NATO, an action by which a member nation or NATO Command gives operational command or control of designated forces to a NATO Command. (AAP-6)

CFJP 3.0

transfer of command authority (TOCA)

The formal transfer of a specified degree of authority over forces allocated to an operation from a force or capability generator to a force employer, as well as from force employer to a force or capability generator upon return from operations. (DTB, Record ???)

whole-of-government approach (WoG)

An integrated approach to a situation that incorporates diplomatic, military, and economic instruments of national power as required. (DTB, Record 35242)

This Page Intentionally Left Blank

Abbreviations List

1 Cdn Air Div.....	1 Canadian Air Division
AC	air component
ACC	air component command
ACO	Allied Command Operations
ACP	aid to civil power
ADCON	administrative control
AI	area of interest
AIRCOM.....	Air Command
ALEA.....	aid to law-enforcement agencies
AO.....	area of operations
A of I.....	area of influence
AOR	area of responsibility
ASU.....	area support unit
BG	battle group
C2.....	command and control
Canada COM	Canada Command
CANOSCOM.....	Canadian Operational Support Command
CANSOFCOM.....	Canadian Special Operations Command
CBRN.....	chemical, biological, radiological, and nuclear
CBSA	Canadian Border Services Agency
Cdn.....	Canadian
CDS.....	Chief of the Defence Staff
CEFCOM	Canadian Expeditionary Force Command
CF.....	Canadian Forces
CFACC	Combined Force Air Component Command
CFD.....	Chief of Force Development
CFJP.....	Canadian Forces Joint Publication
CFOO.....	Canadian Forces Organization Order
CG	centre of gravity
CIMIC	civil-military cooperation
CIS	communications and information systems
CJSOTF.....	combined joint special operations task force
CMO	civil-military operation
CNC	Canadian national commander
COA	course of action
COINOP.....	counterinsurgency operation
Comd.....	Commander
CONOPS	concept of operations

CFJP 3.0

CONPLAN.....contingency plan
COP.....common operating picture
COS.....chief of staff
CSAR.....combat search and rescue
CSIS.....Canadian Security Intelligence Services
CT.....counterterrorism

DART.....Disaster Assistance Response Team
DFAIT.....Department of Foreign Affairs and International Trade
DND.....Department of National Defence
DTG.....date/time group

EMO.....emergency management office
EOC.....emergency operations centre

FE.....force employment
FEHQ.....force employment headquarters
FSCC.....fire support coordination centre

GSAR.....ground search and rescue

HN.....host nation
HNS.....host-nation support
HQ.....headquarters
HRO.....humanitarian-relief operation

info op.....information operation

JTF.....joint task force
JTF(A).....Joint Task Force Atlantic
JTF(C).....Joint Task Force Central
JTF(E).....Joint Task Force East
JTF(N).....Joint Task Force North
JTF(P).....Joint Task Force Pacific
JTF(W).....Joint Task Force West
JOPG.....joint operational planning group
JRCC.....Joint Rescue Coordination Centre

LC.....land component
LCC.....land component command
LEA.....law enforcement agency
LFAA.....Land Force Atlantic Area
LFC.....Land Force Command
LFCA.....Land Force Central Area
LFWA.....Land Force Western Area
LO.....liaison officer

CFJP 3.0

LOC.....	lines of communications
MARCOM	Maritime Command
MARLANT	Maritime Forces Atlantic
MARPAC.....	Maritimes Forces Pacific
MC	maritime component
MC	Military Committee
MCC.....	maritime component command
MCO	major combat operation
MI.....	maritime interdiction
MIC	Multi-National Interoperability Council
MILPERSCOM.....	Military Personnel Command
MND	Minister of National Defence
MOO	Ministerial Organization Order
MOU	memorandum of understanding
MPS.....	Minister of Public Safety
MSTF	mission-specific task force
NATO.....	North Atlantic Treaty Organization
NAVRES.....	Naval Reserve
NCE.....	national command element
NDA.....	<i>National Defence Act</i>
NDHQ	National Defence Headquarters
NEO	non-combatant evacuation operation
NGO	non-governmental organization
NORAD	North American Aerospace Defense Command
NRF	NATO Response Force
OGDA	other government departments and agencies
OODA	observation, orientation, decision, and action
OPCOM	operational command
OPCON	operational control
OPP	operational planning process
OPLAN	operation plan
Op O.....	operation order
OPSEC	operations security
PA	public affairs
PCO.....	Privy Council Office
PSC	Public Safety Canada
PSO	peace-support operation
RACE.....	Regional Air Coordination Element
RCMP	Royal Canadian Mounted Police
RJTF.....	regional joint task force
ROE.....	rules of engagement

CFJP 3.0

ROEAUTH.....rules of engagement authorization

SAsituational awareness

SAR.....search-and-rescue

SJS.....Strategic Joint Staff

SLOCsea lines of communications

SOFspecial operations forces

SOLE.....special operations liaison element

SOPstandard operating procedure

SOTF.....special operations task force

spec opsspecial operations

SQFT.....Land Force Quebec Area

SRRsearch-and-rescue region

SSRsecurity-sector reform

TACOMtactical command

TACON.....tactical control

TCN.....troop-contributing nation

TF.....task force

TOAtransfer of authority

TOCA.....transfer of command authority

TOR.....terms of reference

UN.....United Nations

USUnited States

USNORTHCOM.....United States Northern Command

WoG.....whole-of-government

WMGweapon of mass destruction