Contingency Program Management (CPM) is the collection of processes and procedures that enable the systematic assessment, collaborative planning, and integration of joint planning and military execution capabilities across the Department of Defense (DoD), whole-of-government (WoG), private sector, and key interorganizational partners and stakeholders. CPM offers a programmatic approach to evaluating and incorporating the contributions of these various entities during strategic engagements and operations.

CPM operates at both the strategic and operational levels:

- At the strategic level, CPM is programmatic—integrating the management and coordination of processes, expertise, and capacities within the DoD and across the Diplomatic, Information, Military, Economic, Finance, Intelligence, Law Enforcement (DIMEFIL) spectrum.
- At the operational level, CPM ensures unity of effort, informs the operational environment, and provides situational awareness and an understanding of how interorganizational resources and capabilities can be leveraged to support all phases of military operations.

Mandated in the 2015 Guidance for the Employment of the Force (GEF), CPM supports Secretary Mattis’ pillar of “strengthening alliances and attract new partners.”¹ The Deputy Assistant Secretary of Defense for Program Support (DASD(PS)) is responsible for developing and institutionalizing CPM within DoD.

**Desired Effect.** CPM starts as a shaping activity—joint force and combatant commanders evaluate and plan for non-DoD, interorganizational partners to provide specific capabilities needed to fulfill operational requirements. The full integration of these interorganizational partners enables unity of effort and achieving unified action while reducing the demand for organic forces, minimizing the operational footprint, lowering operational costs, and limiting demands for additional contracting requirements.

**CPM Framework.** The CPM framework includes guiding principles, common operating precepts, courses of action development, and engagement options that enhance unified action. Combatant command planners can use the CPM framework to inform courses of action that coalesce interorganizational capabilities. The framework also validates organizational, process, and procedural changes necessary to better inform strategic decisions and optimize the use of crucial resources.

**CPM Concept of Operations (CONOPS).** The CPM CONOPS explains in detail the collaborative structure needed to achieve unified action. It also considers how to best plan for and integrate the capabilities of a variety of non-DoD interorganizational partners to enhance unity of effort. The CONOPS explains how CPM provides the operational commander capabilities from a wider array of resources than what can be delivered through military and contracting channels alone.

**Characteristics.** Three primary CPM characteristics enhance unified action and promote unity of effort:

1. CPM’s programmatic framework fosters habitual relationships and lines of communication among interorganizational partners.
2. The CPM capability fully informs strategic and operational plans that consider comprehensive awareness of capabilities and activities of interorganizational partners.
3. CPM establishes the sharing of information to broaden a commander’s overall situational awareness.

**Way Ahead.** The CPM DoD Directive (DoDD) is being prepared for staffing and signature. The CPM CONOPS was previously staffed at the principal level and recommendations to further streamline the support to the warfighter have been incorporated into the DoDD.

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