

The Operations Process

A Guide to the MDMP for Brigade and Battalion Staffs



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Developed in accordance with the following publications:

JP 1-02 (*Department of Defense Dictionary of Military and Associated Terms*), 12 Apr 01
as amended through 17 Oct 08

JP 2-0 (*Joint Intelligence*), 22 Jun 07

JP 3-0 (*Joint Operations*), 17 Sep 06

JP 5-0 (*Joint Operation Planning*), 26 Dec 06

FM 1-02 (*Operational Terms and Graphics*), 21 Sep 04

FM 2-01.3 (*Intelligence Preparation of the Battlefield*), 15 Oct 09

FM 3-0 (*Operations*), 27 Feb 08

FM 3-05.40 (*Civil Affairs Operations*), Sep 06

FM 3-07 (*Stability Operations*), 06 Oct 08

FM 3-07.1 (*Security Force Assistance*), 01 May 09

FM 3-24 (*Counterinsurgency*), 15 Dec 06

FM 3-24.2 (*Tactics in Counterinsurgency*), 21 Apr 09

FM 3-90 (*Tactics*), 04 Jul 01

FM 5-0 (*The Operations Process*), 26 Mar 10

FM 5-19 (*Composite Risk Management*), 21 Aug 06

FM 6-0 (*Mission Command: Command and Control of Army Forces*), 11 Aug 03

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Design

Design is a methodology for applying *critical and creative thinking to understand, visualize, and describe complex, ill-structured problems and develop approaches to solve them.* The design methodology relies heavily on structuring inquiry about the operational environment and the problem through collaboration and dialog. Design emphasizes developing a *holistic understanding of the operational environment and framing the problem.* From this understanding, design continues by considering an *operational approach for problem resolution and developing a design concept.* The design concept consists of the *problem statement, initial commander's intent, mission narrative, and commander's planning guidance.* The design concept **serves as the foundation** for more detailed planning, including course of action development and the production of plans and orders using the MDMP.

In contrast to the MDMP focus on analysis to develop a course of action, the design focus is to understand the nature of an ill-structured or complex problem. MDMP is a tool to help solve "a problem" while design is a tool to help ensure you are solving the "right problem" without creating collateral problems.

Points to remember with regard to design:

- Conceptual planning and design are enduring concepts of Army planning doctrine.
- Context distinguishes the nature of problems.
- Design is commanders leading learning through an honest, forthright exchange of ideas aimed at collective understanding.
- Design is a best-practice approach to counter the three fatal problem-solving errors and, thus, to improve decision making.
 - Decide a problem is solved when the problem remains.
 - Decide a problem is not solved when it is.
 - Devote effort in solving the wrong problem.

Commanders conduct design to help them with the *conceptual aspects* of planning to include ***understanding, visualizing, and describing.***

The situation—to include the complexity of the problem—guides the commander's decision on whether to use design.

Doctrine has a consistent emphasis on the commander's role to lead planning through understanding the situation, visualizing how to achieve a desired end state, and describing that visualization to planners.

Understand (Frame the Environment): In understanding the operational environment, the commander and staff focus on defining, analyzing, and synthesizing the characteristics of the operational variables (PMESII-PT). They do so in the context of the dynamic interactions and relationships among and between relevant operational variables and actors in the operational environment. Often, learning about the nature of the situation helps them to understand the groupings, relationships, or interactions among relevant actors and operational variables. This learning typically involves analysis of the operational variables while examining the dynamic interaction and relationships among the myriad other factors in the operational environment.

The environmental frame is a narrative and graphic description that captures the history, culture, current state, and future goals of relevant actors in the operational environment. The environmental frame describes the context of the operational environment—how the context developed (historical and cultural perspective), how the context currently exists (current conditions), and how the context could trend in the future (future conditions or desired end state).

Visualize (Frame the Problem): Problem framing involves understanding and isolating the root causes of conflict—defining the essence of a complex, ill-structured problem. Problem framing begins with refining the evaluation of tendencies and potentials and identifying tensions among the existing conditions and the desired end state. It articulates how the operational variables can be expected to resist or facilitate transformation and how environmental inertia can be leveraged to ensure the desired conditions are achieved.

The problem frame is a refinement of the environmental frame that defines, in text and graphics, the areas for action that will transform existing conditions toward the desired end state. The problem frame extends beyond analyzing interactions and relationships in the operational environment. It identifies areas of tension and competition—as well as opportunities and challenges—that commanders must address so to transform current conditions to achieve the desired end state.

A concise problem statement clearly defines the problem or problem set to solve.



Design



Describe (Frame the Concept): The aim of this component is to combine the environmental frame (understand) with the problem frame (visualize) into expressions that drive staff planning and shape expectations for external audiences. The *operational approach* is a broad conceptualization of the general actions that will produce the conditions that define the desired end state.

In very basic terms, commanders communicate an *operational approach* through a *statement of intent that outlines the purpose of the operation and conditions the force must establish to achieve the end state*. Commanders also *describe acceptable risk and issue planning guidance* that establishes specific activities in developing concepts on “how to deal with the problem” for subordinates and staff planners.

The mission narrative is the expression of the operational approach for a specified mission. It describes the intended effects for the mission, including the conditions that define the desired end state. The mission narrative represents the articulation, or description, of the commander’s visualization for a specified mission and forms the basis for the concept of operations developed during detailed planning. An explicit reflection of the commander’s logic, it is used to inform and educate the various relevant partners whose perceptions, attitudes, beliefs, and behaviors are pertinent to the operation.

This mission narrative is part of a strategic communications process and aims to let select audiences know what to expect.

Forging the design concept: The design concept is the proper output of design, conveyed in text and graphics, which informs detailed planning. It is articulated to the planning staff through the

- Products created during design.
- Problem statement.
- Initial commander’s intent.
- Commander’s initial planning guidance (to include the operational approach).
- Mission narrative.

Reframing is a shift in understanding that leads to a new perspective on the problems or their resolution. Reframing involves significantly refining or discarding the hypotheses or models that form the basis of the design concept. It allows for adjustments throughout the operations process, ensuring that tactical actions remain fundamentally linked to achieving the desired conditions.

The Military Decision Making Process

Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> Higher headquarters' plan or order or a new mission anticipated by the commander 	<p>Step 1: Receipt of Mission</p>	<ul style="list-style-type: none"> Commander's initial guidance Initial allocation of time
		Warning order
<ul style="list-style-type: none"> Higher headquarters' plan or order Higher headquarters' knowledge and intelligence products Knowledge products from other organizations Design concept (if developed) 	<p>Step 2: Mission Analysis</p>	<ul style="list-style-type: none"> Mission statement Initial commander's intent Initial planning guidance Initial CCIRs and EEFI Updated IPB and running estimates Assumptions
		Warning order
<ul style="list-style-type: none"> Mission statement Initial commander's intent, planning guidance, CCIRs, and EEFI Updated IPB and running estimates Assumptions 	<p>Step 3: Course of Action (COA) Development</p>	<ul style="list-style-type: none"> COA statements and sketches <ul style="list-style-type: none"> Tentative task organization Broad concept of operations Revised planning guidance Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Revised planning guidance COA statements and sketches Updated assumptions 	<p>Step 4: COA Analysis (War Game)</p>	<ul style="list-style-type: none"> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Refined COAs Evaluation criteria War-game results Updated assumptions 	<p>Step 5: COA Comparison</p>	<ul style="list-style-type: none"> Evaluated COAs Recommended COAs Updated running estimates Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Evaluated COAs Recommended COA Updated assumptions 	<p>Step 6: COA Approval</p>	<ul style="list-style-type: none"> Commander-selected COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions
		Warning order
<ul style="list-style-type: none"> Commander-selected COA with any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions 	<p>Step 7: Orders Production</p>	<ul style="list-style-type: none"> Approved operation plan or order

CCIR commander's critical information requirement
COA course of action

EEFI essential element of friendly information
IPB intelligence preparation of the battlefield



Receipt of Mission



Alert the staff and other key participants.

Gather the tools. Once notified of the new planning requirement, the staff prepares for mission analysis by gathering the tools needed to perform it. These tools include, but are not limited to— seek to completely understand—

- Appropriate field manuals, including FM 5-0 and FM 1-02.
- All documents related to the mission and area of operations (AO), including the higher headquarters' OPLAN and OPORD, maps and terrain products, and operational graphics.
- Higher headquarters' and other organizations' intelligence and assessment products.
- Estimates and products of other military and civilian agencies and organizations.
- Both their own and the higher headquarters' SOPs.
- Current running estimates.
- Any design products, including the design concept.

Update running estimates.

Conduct initial assessment. During receipt of mission, the commander and staff conduct an initial assessment of time and resources available to plan, prepare, and begin execution of an operation. This initial assessment helps commanders determine—

- The time needed to plan and prepare for the mission.
- Guidance on design and abbreviating the MDMP, if required.
- Which outside agencies and organizations to contact and incorporate into the planning process.
- The staff's experience, cohesiveness, and level of rest or stress.

The COS (XO) develops a staff planning timeline that outlines how long the headquarters can spend on each step of the MDMP. The staff planning timeline indicates what products are due, who is responsible for them, and who receives them.

Initial commander's guidance. Initial guidance includes: Initial time allocations; a decision to initiate design or go straight into the MDMP; how to abbreviate the MDMP, if required; necessary coordination to perform, including liaison officers to exchange; authorized movements and any reconnaissance and surveillance to initiate; collaborative planning times and locations; initial information requirements (IRs); additional staff tasks.

Issue warning order #1. This order includes at a minimum the type of operation, the general location of the operation, the initial timeline, and any movement or reconnaissance to initiate.

Mission Analysis

Key inputs →

- Higher headquarters' plan or order
- Higher headquarters' intelligence and knowledge products
- Knowledge products from other organizations
- Updated running estimates
- Initial commander's guidance
- COA evaluation criteria
- Design concept (if design precedes mission analysis)

Process →

- Analyze the higher headquarters' plan or order
- Perform initial IPB
- Determine specified, implied, and essential tasks
- Review available assets and identify resource shortfalls
- Determine constraints
- Identify critical facts and develop assumptions
- Begin composite risk management
- Develop initial CCIRs and EEFI
- Develop initial ISR synchronization plan
- Develop initial ISR plan
- Update plan for the use of available time
- Develop initial themes and messages
- Develop a proposed mission statement
- Present the mission analysis briefing
- Develop and issue initial commander's intent
- Develop and issue initial planning guidance
- Develop COA evaluation criteria
- Issue a warning order

Key outputs

- Approved mission statement
- Initial commander's intent
- Initial CCIRs and EEFI
- Initial commander's planning guidance
- Information themes and messages
- Updated IPB products
- Updated running estimates
- Assumptions
- Resource shortfalls
- Updated operational timeline
- COA evaluation criteria

Warning Order

Remainder of FM 5-0 uses "Develop initial **information** themes and messages" throughout.

CCIR commander's critical information requirement
COA course of action
EEFI essential element of friendly information

IPB intelligence preparation of the battlefield
ISR intelligence, surveillance, and reconnaissance



If MDMP is simply-speaking a systematic method to solve a specific problem, then mission analysis is the method to clearly identify the problem and the tools available to solve the problem.

Mission Analysis

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- Step 2. Perform initial intelligence preparation of the battlefield 10
- Step 3. Determine specified, implied, and essential tasks 15
- Step 4. Review available assets and identify resource shortfalls 16
- Step 5. Determine constraints 16
- Step 6. Identify critical facts and develop assumptions 17
- Step 7. Begin composite risk management 18
- Step 8. Determine initial commander's critical information requirements and essential elements of friendly information 19
- Step 9. Develop initial ISR synchronization plan 20
- Step 10. Develop initial ISR plan 22
- Step 11. Update plan for the use of available time 22
- Step 12. Develop initial information themes and messages 23
- Step 13. Develop a proposed mission statement 24
- Step 14. Present the mission analysis briefing 26
- Step 15. Develop and issue initial commander's intent 26
- Step 16. Develop and issue initial planning guidance 27
- Step 17. Develop COA evaluation criteria 27
- Step 18. Issue a warning order 28



Mission Analysis

Step 1. Analyze the Higher Headquarters Plan or Order

Commanders & staffs thoroughly analyze HHQ plan or order to determine how their unit – by task and purpose – contributes to the mission, commander's intent, and concept of operations of the HHQ. The CDR & staff seek to completely understand—

- The higher headquarters—
 - Commander's intent.
 - Mission.
 - Concept of operations.
 - Available assets.
 - Timeline.
- The missions of adjacent, supporting, & supported units, & their relationship to HHQ plan.
- The missions of interagency, intergovernmental, and nongovernmental organizations that work in their operational areas.
- Their assigned area of operations.

Liaison officers familiar with the higher headquarters' plan can help clarify issues. *Collaborative planning* with the higher headquarters also facilitates this task. Staffs also use *requests for information* (RFIs) to clarify or obtain additional information from the higher headquarters.

Step 2. Perform Initial Intelligence Preparation of the Battlefield

{NOTE: The IPB is arguably the most important portion of the MDMP. It identifies where we are operating and who we are operating with and against. It is the fundamental framework upon which the rest of the MDMP is built.}

Intelligence preparation of the battlefield (IPB) is a systematic process **{conducted by the entire staff}** of analyzing and visualizing the portions of the mission variables of threat, terrain, weather, and civil considerations in a specific area of interest and for a specific mission.

It builds an extensive database for each potential area in which a unit may be required to operate. The database is then analyzed in detail to determine the impact of the **enemy, terrain, weather, and civil considerations** on operations and presents it in graphic form. The Army uses METT-TC as the framework for the analysis.

Mission Analysis

IAW FM 3-0 {p. 1-4):

Threats are nation states, organizations, people, groups, conditions, or natural phenomena able to damage or destroy life, vital resources, or institutions.

IAW FM 3-0 {p. 1-9):

An enemy is a party identified as hostile against which the use of force is authorized. An enemy is also called a combatant and is treated as such under the law of war.

An adversary is a party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged (JP 3-0). Adversaries include members of the local populace who sympathize with the enemy.

A supporter is a party who sympathizes with friendly forces and who may or may not provide material assistance to them.

A neutral is a party identified as neither supporting nor opposing friendly or enemy forces.

IAW FM 3-0, p.vi: "**opponents**" refers to enemies and adversaries.

IAW FM 2-01.3, IPB consists of four steps

- **IPB Step 1: Define the Operational Environment.** ID's specific features of the environment or activities within it and the physical space where they exist that may influence available courses of action (COAs) or the commander's decision.

The **operational environment** is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). At the *tactical and operational levels*, defining the operational environment involves defining a unit's AO and determining an area of interest. The **area of interest** is area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission (JP 1-02).

IAW FM 5-0 commanders and staffs analyze and describe an operational environment in terms of eight interrelated **operational variables**: *political, military, economic, social, information, infrastructure, physical environment, and time* (PMESII-PT). **They use the mission variables, in combination with the operational variables, to refine their understanding of the situation and to visualize, describe, and direct operations.** The mission variables are *mission, enemy, terrain and weather, troops and support available, time available, and civil considerations* (METT-TC).

Mission Analysis

The **area of interest (AI)** can be large relative to the AO; it must often account for various *influences* that affect the AO, such as-

- Family, tribal, ethnic, religious, or other links that go beyond the AO.
- Communication links to other regions.
- Economic links to other regions.
- Media influence on the local populace, U.S. public, and multinational partners.
- External financial, moral, and logistic support for the enemy.

Integrating ASCOPE into IPB.

The application of the elements of ASCOPE during system analysis identifies the **key and decisive** areas, structures, capabilities, organizations, people, and events of each subsystem. For example, ASCOPE would be applied to the entire concept of “economics.” The staff would ask the questions: “Where are the key and decisive areas of economic activity? Where are the key and decisive structures (infrastructures) associated with economic activity?”

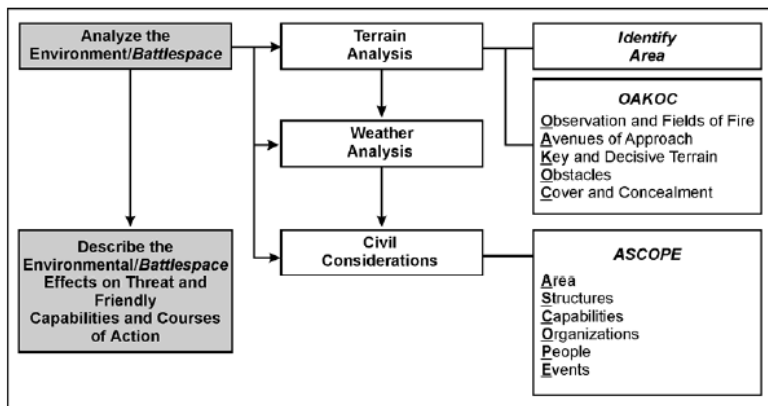
{NOTE: This is done for each variable} (FM 3-05.40, pg 4-5)

{NOTE: Refer to FM 3-24.2 (Tactics in Counterinsurgency) for a thorough discussion on the IPB in COIN which is generally applicable in most complex operational environments}

	P Political سياسي	M Military/ Security الغوري الامن	E Economic اقتصادي	S Social اجتماعي	I Infrastructure بنية البنية التحتية	I Information معلومات
A Areas مناطق	District boundary, Provincial boundary, Party affiliation areas	Coalition/ANSF bases, historic ambush/IED sites	Bazaar areas, farming areas, livestock dealers, auto repair shops	Traditional picnic areas, bazaars, outdoor shura sites	Irrigation networks, water tables, areas with medical services	Radio/TV/paper coverage areas, word of mouth gathering points
S Structures مباني	Provincial/District Centers, Shura halls, polling sites	Provincial/District Police HQ's, INS known leader house/business	Bazaar, wheat storage, banks	Mosques, Wedding halls, popular restaurants	Roads, bridges, electrical lines, gabion walls, dams	Cell, radio and TV towers, print shops
C Capabilities القدرات	Dispute resolution, local leadership, INS ability to have impact	ANSF providing 24/7 security? QRF present? INS strength/weapons	Access to banks, ability to withstand drought, development	Strength of tribal/village traditional structures, mullahs	Ability to build/maintain roads, walls, check dams, irrigation system	Literacy rate, availability of electronic media, phone service
O Organizations مؤسسات	Political parties, INS group affiliations, GOV & NGO organization	Coalition & ANSF present, INS groups present	Banks, large landholders, cooperatives, economic NGO's	Tribes, clans, families, sports shuras, youth shuras	Government Ministries, Construction companies	News organizations, influential mosques, INS IO groups
P People اشخاص	Governors, councils, shura members, elders, mullahs, parliamentarians	Coalition, ANSF, INS military leaders	Bankers, landholders, merchants, money lenders	Mullahs, maliks, elders, shura members, influential families	Builders, road contractors, local development councils	Media owners, mullahs, maliks, elders, heads of families
E Events احداث	Elections, Shuras, Jirgas, Provincial council meetings, speeches	Kinetic events, unit RIP's, loss of leadership, operations	Drought, harvest, business opening, loss of business, good/bad crop	Friday prayers, holidays, weddings, deaths, births, bazaar days	Road/bridge construction, well digging, center/school construction	Friday prayers, publishing dates, IO campaigns, project openings, CIVCAS incidents

Mission Analysis

- **IPB Step 2: Describe Environmental Effects on Operations.** The S-2 and the **rest of the staff** identify how the operational environment influences the operation and courses of action (COAs) of the threat and friendly forces.



- **IPB Step 3: Evaluate the Threat . {NOTE: This is more than an evaluation of the enemy!}** The S-2 and staff analyze intelligence to determine how the threat normally conducts operations under similar circumstances. When operating against a new or less-defined threat, the S-2 may need to develop or expand intelligence databases and threat models concurrently. In order to accomplish this, the S-2 should conduct threat characteristic analysis for each group identified in step 1.

Threat {enemy} characteristics considered: composition, disposition, tactics, training, logistics, operational effectiveness, communications, intelligence, recruitment, support, finance, reach, national agencies, law enforcement agencies, IO/IGO/NGO, and personality.

{NOTE: Current IPB doctrine is very enemy-centric and neglects to adequately describe all the characteristics of the “threat” as previously defined. Commanders and staffs must ensure all characteristics of all threats are evaluated.}

Threats are nation states, organizations, people, groups, conditions, or natural phenomena able to damage or destroy life, vital resources, or institutions. (FM 3-0)

Mission Analysis

• **IPB Step 4: Determine Threat {Opponent} Courses of Action.**

Based on METT-TC factors, the S-2 depicts the threat based on the commander's guidance (for example, echelon or cell). At a minimum, the staff determines likely objectives and the desired end state. Against a conventional threat, the analysis should start at more than one level above the friendly echelon unit and work down. In many operations, due to its asymmetric nature, the analysis should start as low as possible.

IPB role in MDMP:

Automated electronic production of **mobility corridors, situation templates, threat/adversary templates, weather forecasts and effects, and range fans for direct- and indirect-fire weapons systems** can provide the commander visualization and aid in determining the best friendly COA. Situation templates may be simple sketches, reserving in-depth development and analysis for later, when more time is available.

The S2, with collaborative staff involvement, develops initial event templates from the situation templates. Event templates are not required for the mission analysis brief; however, these should be done before COA development.

An **event template** is a model against which threat activity can be recorded and compared. It represents a sequential projection of events that relate to space and time on the battlefield and indicates the enemy's ability to adopt a particular course of action. The event template is a guide for collection and reconnaissance and surveillance planning.

{NOTE: A good IPB allows the staff to collaboratively begin identifying high payoff and high value targets. The following definitions are enemy-centric and do not fully take into account all available "targets" in an AOR.}

High-value target: A target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest. (FM 1-02)

High-payoff target: A target whose loss to the enemy will significantly contribute to the success of the friendly course of action. *High-payoff targets are those high-value targets* that must be acquired and successfully attacked for the success of the friendly commander's mission. (FM 1-02)

Mission Analysis

Step 3. Determine Specified, Implied, and Essential Tasks

The staff analyzes the HHQ order & the higher CDR's guidance to determine their specified & implied tasks.

In the context of operations, a *task is a clearly defined and measurable activity* accomplished by Soldiers, units, and organizations that may support or be supported by other tasks. The "what" of a mission statement is always a task.

Specified tasks are tasks specifically assigned to a unit by its HHQ. They may also be assigned orally during collaborative planning sessions or in directives from the higher commander.

Implied tasks are tasks that must be performed to accomplish a specified task or the mission, but are not stated in the HHQ order. Implied tasks are derived from a detailed analysis of the higher headquarters' order, the enemy situation, the terrain, and civil considerations. Additionally, analysis of doctrinal requirements for each specified task might disclose implied tasks. **Only implied tasks that require allocating resources should be retained.**

Units with an assigned AO are responsible for ensuring that essential stability tasks are conducted for the population in areas they control. While some stability tasks will be specified, commanders **consider the primary stability tasks found in FM 3-07 as sources for implied tasks.** These implied tasks, at a minimum, **provide for civil security, restoration of essential services, and civil control** for civil populations in their AO that they control. Based on this analysis, the staff determines if there are other agencies, civil or military, that can provide these tasks. If not, the unit plans to provide these tasks using available assets. If the unit determines that it does not have the assets, it informs its higher headquarters.

Once staff members have identified specified & implied tasks, they ensure they **understand each task's requirements & the purpose** for accomplishing each task. Then they determine the task or tasks that must be successfully executed to accomplish the mission.

Essential tasks are *specified or implied tasks* that must be executed to accomplish the mission. **Essential tasks are always included in the unit's mission statement.**

Mission Analysis

Step 4. Review Available Assets and Identify Resource Shortfalls

The commander and staff examine additions to and deletions from the current task organization, command and support relationships, and status (current capabilities and limitations) of all units. ***This analysis also includes the capabilities of civilian and military organizations (joint, special operations, {host nation}, and multinational) that operate within the unit's AO.*** They consider relationships among specified, implied, and essential tasks, and between them and available assets. From this analysis, staffs determine if they have the assets needed to accomplish all tasks. If shortages occur, they identify additional resources needed for mission success to the higher headquarters. Staffs also identify any deviations from the normal task organization. A more detailed analysis of available assets occurs during COA development.

Step 5. Determine Constraints

The CDR and staff identify any constraints placed on their command.

A constraint is a restriction placed on the command by a HHQ. A constraint ***dictates an action or inaction***, thus restricting the freedom of action of a subordinate commander. Constraints are found in paragraph 3 in the OPLAN or OPORD. Annexes to the order may also include constraints. The operation overlay, for example, may contain a restrictive fire line or a no fire area. Constraints may also be issued orally, in WARNOs, or in policy memoranda.

{NOTE: Army doctrine does NOT include limitations.}

Joint doctrine (JP 5-0) uses the term “operational limitation” that includes the terms constraints and restrictions that differ from Army doctrine.

An operational limitation is an action required or prohibited by higher authority, such as a constraint or a restraint, and other restrictions that limit the commander's freedom of action, such as diplomatic agreements, rules of engagement, political and economic conditions in affected countries, and host nation issues. In the context of joint operation planning, a ***constraint*** is requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action. In the context of joint operation planning, a ***restraint*** requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action.}



Mission Analysis



Step 6. Identify Critical Facts and Develop Assumptions

All planning is based on imperfect knowledge and assumptions about the future.

A fact is a statement of truth or a statement thought to be true at the time. Facts concerning the operational and mission variables serve as the basis for developing situational understanding, for continued planning, and when assessing progress during preparation and execution.

An assumption is supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action (JP 1-02).

Appropriate assumptions used during planning have *two characteristics*:

- ***They are likely to be true.***
- ***They are necessary, that is essential, to continue planning.***

Key points concerning the use of assumptions:

- Assumptions must be logical, realistic, and considered likely to be true.
- Too many assumptions result in a higher probability that the plan or proposed solution may be invalid.
- The use of assumptions requires the staff to develop branches and sequels to execute if one or more key assumptions prove false.
- Often, an unstated assumption may prove more dangerous than a stated assumption proven wrong.

Assumptions should be replaced with facts as soon as possible.

The staff identifies the information needed to convert assumptions into facts & submits them to the appropriate agency as information requirements. ***If the CDR needs information to make a decision, he may designate the info requirement as one of his CCIR.***

Requirements for information about threats & the environment are submitted to the S2, who incorporates them into the initial ISR plan.

{NOTE: Assumptions induce risk into operational planning, and should be considered during composite risk management.}

Mission Analysis

Step 7. Begin Composite Risk Management

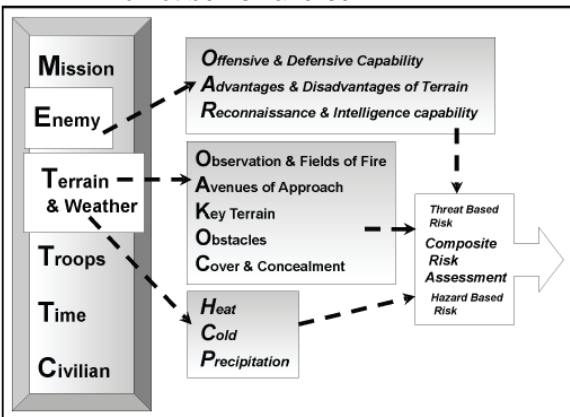
Composite risk management (CRM) is the Army's primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. (FM 5-19). CRM consists of five steps that are performed throughout the operations process.

Military Decision-making Process	Risk Management Steps				
	Step 1 Identify Hazards	Step 2 Assess Hazards	Step 3 Develop Controls (+) Decision	Step 4 Implement Controls	Step 5 Supervise (+) Evaluate
Mission Receipt	X				
Mission Analysis	X	X			
COA Development	X	X	X		
COA Analysis	X	X	X		
COA Comparison			X		
COA Approval			X		
Orders Production			X	X	
Rehearsal	X	X	X	X	X
Execution/Assessment	X	X	X	X	X

In the past, the Army separated risk into two categories, *tactical risk* and *accident risk*. While these two areas of concern remain, the primary premise of CRM is that it does not matter where or how the loss occurs, the result is the same – decreased combat power or mission effectiveness.

The guiding principles of CRM are:

- Integrate CRM into all phases of missions and operations.
- Make risk decisions at the appropriate level.
- Accept no unnecessary risk.
- Apply the process cyclically and continuously.
- *Do not be risk averse.*



The process of receiving, distributing, revising, and updating the hazards and controls for both threat (tactical) and hazard (accident) risk continue simultaneously until the final order is issued.



Mission Analysis



Step 8. Develop Initial Commander's Critical Information Requirements And Essential Elements of Friendly Information

Mission analysis identifies gaps in information required for further planning and decision-making during preparation and execution. During mission analysis, the staff develops IRs.

Information requirements are all information elements the commander and staff require to successfully conduct operations; that is, all elements necessary to address the factors of METT-TC (FM 6-0). Some IRs are of such importance to the commander that they are nominated to the commander to become a commander's critical information requirement (CCIR). The two types of CCIRs are priority information requirements (PIR) and friendly force information requirements (FFIR).

PIR: those intelligence requirements stated as a priority for intelligence support that the commander and staff need to understand the adversary or the operational environment (JP 2-0).

FFIR: information the commander and staff need to understand the status of friendly force and supporting capabilities (JP 3-0).

The **initial CCIRs** developed during mission analysis normally **focus on decisions the commander needs to make to focus planning**. Once the commander selects a COA, the **CCIRs shift** to information the commander needs in order to make **decisions during preparation and execution**.

Essential elements of friendly information (EEFI) establishes an element of information to protect rather than one to collect. EEFI's identify those elements of friendly force information that, if compromised, would jeopardize mission success.

Depending on the situation, the commander and selected staff meet **prior to the mission analysis brief** to approve the initial CCIRs and EEFI's. This is especially important if the commander intends to **conduct ISR operations early in the planning process**. The approval of the initial CCIRs early in planning assist the staff in developing the initial ISR synchronization plan and the subsequent ISR plan. Approval of the EEFI allows the staff to begin planning and implementing measures to protect friendly force information, such as **deception and operations security**.

Mission Analysis

Step 9. Develop Initial Intelligence, Surveillance, and Reconnaissance Synchronization Plan

{NOTE: ISR planning is a collaborative staff process that should not be left to the S-2 to develop alone.}

ISR synchronization is a key integrating process that helps the commander and staff prioritize, manage, and develop a plan to collect on information requirements. *ISR synchronization ensures all available information concerning the enemy, terrain and weather, and civil considerations is obtained* through intelligence reach, RFIs, and reconnaissance and surveillance tasks. The results are successful reporting, production, and dissemination of relevant information and intelligence to support decision-making.

ISR synchronization accomplishes the following:

- Identifies requirements and intelligence gaps.
- Evaluates available assets (internal and external) to collect information.
- Determines gaps in the use of those assets.
- Recommends those ISR assets controlled by the organization to collect on the IRs.
- Submits RFIs for adjacent and higher collection support.
- The S-2 submits information gathered during ISR synchronization to the S-3 for integration and development of the ISR plan.

In many instances, a staff section within the headquarters can satisfy IRs by researching open sources such as books, magazines, encyclopedias, Web sites, university personnel, and social scientists.



Mission Analysis

Information requirements (IR):

- Developed during mission analysis.
- Answer questions about terrain and enemy.
- Information we need to complete the plan.
- Information we need to execute the fight.

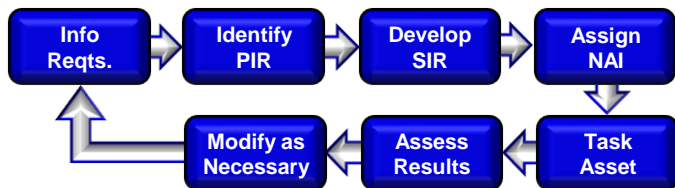
Each IR should answer:

- WHAT (activity or indicator).
- WHERE (NAI or TAI).
- WHEN (time that the indicator is expected to occur and the latest time the information is of value (LTIOV)).
- WHY (justification—what decision/action will be effected).
- WHO (who needs the results).

IR's must be prioritized:

- How important is the information?
- What phase of the battle are we in?
- How much time do we have to collect the information?
- What types of collectors are available?

{NOTE: Prioritize IRs using METT-TC and the ISR priorities in initial CDR' guidance.}



ISR synchronization requires the development of the following products and tools used in ISR planning::

- Threat characteristics (to include a complete enemy order of battle).
- Enemy situational templates and course of action statements.
- Enemy event template and matrix.
- High payoff target list.
- Requirements management matrix.
- ISR synchronization matrix.
- ISR overlay.

Mission Analysis

Step 10. Develop Initial Intelligence, Surveillance, and Reconnaissance Plan

The **S-3** leads the staff through ISR integration to task available reconnaissance and surveillance assets to satisfy IRs identified in the initial ISR synchronization matrix. ISR integration consists of the following tasks:

- Develop the ISR plan by developing-
 - ❑ The ISR tasking matrix.
 - ❑ The ISR overlay.
 - ❑ The ISR scheme of support.
- Issue order (warning, operation, or fragmentary)

The initial ISR plan is crucial to begin or adjust the collection effort to help answer IRs identified during ISR synchronization. ISR assets are tasked or dispatched as soon as possible. *The initial ISR plan sets surveillance and reconnaissance in motion.* It may be issued as part of a WARNO, a fragmentary order, or an OPORD. Upon the completion of planning, the initial ISR plan becomes annex L (Intelligence, Surveillance, and Reconnaissance) of the OPORD/OPLAN.

Step 11. Update Plan for the Use of Available Time

The commander and staff compare the time needed to accomplish tasks to the higher headquarters' timeline to ensure mission accomplishment is possible in the allotted time.

They also compare the timeline to the assumed enemy timeline or the projected timelines within the civil sector with regard as to how conditions are anticipated to unfold.

From this, they determine windows of **opportunity for exploitation**, times when the unit will be **at risk for enemy activity**, or when **action to arrest {stop} deterioration in the civil sector** is required.

The commander and XO also refine the staff planning timeline:

- Subject, time, and location of briefings the commander requires.
- Times of collaborative planning sessions and the medium over which they will take place.
- Times, locations, and forms of rehearsals.



Mission Analysis



Step 12. Develop Initial Information Themes and Messages

Faced with the many different actors (individuals, organizations, and publics) that are connected with the operation, commanders *identify and engage* those actors that matter to their operational success.

Gaining and maintaining the trust of key actors is an important aspect of operations.

Commanders and their units must coordinate what they do, say, and portray. Fundamental to that process is the development of information themes and messages in support of an operation and military action.

An information theme is a unifying or dominant idea or image that expresses the purpose for military action. Information themes are tied to objectives, lines of effort, and end state conditions.

Information themes are overarching and apply to the capabilities of public affairs, psychological operations, and leader and Soldier engagements.

A message is a verbal, written, or electronic communications that supports an information theme focused on a specific actor and in support of a specific action (task).

Information themes and messages are transmitted to those actors whose perceptions, attitudes, beliefs, and behaviors matter to the success of an operation.

To assist in developing initial information themes and messages for the command, the S-7 with support from the entire staff, reviews the higher headquarters' information themes and messages. If available, they also review internal design products (see chapter 3), including the initial commander's intent, mission narrative, and planning guidance. Information themes and messages are refined throughout the MDMP as commanders refine their commander's intent and planning guidance and COAs are developed, evaluated, and decided upon.

{NOTE: To ensure a common "narrative," all themes and messages should be developed, synchronized, and executed across all capabilities of information engagement.}

Information engagement is the integrated employment of **public affairs** to inform U.S. and friendly audiences; **psychological operations, combat camera, U.S. Government strategic communication and defense support to public diplomacy**, and other means necessary to influence foreign audiences; and, **leader and Soldier engagements** to support both efforts. (FM 3-0)

Mission Analysis

Step 13. Develop a Proposed Mission Statement

The XO/S3 prepares a proposed mission statement based on MA and presents it for approval normally during the MA brief.

The mission statement is a short sentence or paragraph that describes the organization's essential task (or tasks) and purpose—a clear statement of the action to be taken and the reason for doing so. The mission statement contains the elements of who, what, when, where, and why, but seldom specifies how (JP 5-0).

The five elements of a mission statement answer the questions—

- **Who** will execute the operation (unit/organization)?
- **What** is the unit's *essential* task (tactical mission task)?
- **When** will the OPN begin (time/event) or what is the duration?
- **Where** will the operation occur (AO, objective, grid coordinates)?
- **Why** will the force conduct the OPN (for what purpose or reason)?

The unit mission statement along with the CDR's intent, provide the primary focus for subordinate actions during planning, preparations, execution, & assessing.

The who, what, where, and when of a mission statement are straightforward.

The what and why are more challenging to write and can confuse subordinates if not stated clearly. The what is a task and is expressed in terms of action verbs.

The why puts the task into context by describing the reason for performing it. The why provides the mission's purpose—the reason the unit is to perform the task. It is extremely important to mission command and mission orders.

{Refer to pp. 69-71 for definitions of tasks and purposes}

Example 1. Not later than 220400 Aug 09 (**when**), 1st Brigade (**who**) secures ROUTE SOUTH DAKOTA (**what/task**) in AO JACKRABBIT (**where**) to enable the movement of humanitarian assistance materials (**why/purpose**).

Example 2. 1-505th Parachute Infantry Regiment (**who**) seizes (**what/task**) JACKSON INTERNATIONAL AIRPORT (**where**) not later than D-day, H+3 (**when**) to allow follow-on forces to air-land into AO SPARTAN (**why/purpose**).

Example 3. 1-509th Parachute Infantry Regiment (**who**) seizes (**what/task**) JACKSON INTERNATIONAL AIRPORT (**where**) not later than D-day, H+3 (**when**) to allow follow-on forces to air-land into AO SPARTAN (**why/purpose**). On order (**when**), secure (**what/task**) OBJECTIVE GOLD (**where**) to prevent the 2d Pandor Guards Brigade from crossing the BLUE RIVER and disrupting operations in AO SPARTAN (**why/purpose**).

Mission Analysis

Refer to FM 3-90, Appendix B

ACTIONS BY FRIENDLY FORCE		EFFECTS ON ENEMY FORCE
Assault*	Follow and Assume	Block
Attack-by-Fire	Follow and Support	Canalize
Breach	Linkup*	Contain
Bypass	Occupy	Defeat
Clear	Reconstitution**	Destroy
Combat Search and Rescue	Reduce	Disrupt
Consolidation & Reorganization*	Retain	Fix
Control	Secure	Interdict
Counterreconnaissance	Seize	Isolate
Disengagement	Support-by-Fire	Neutralize
Exfiltrate	Suppress	Penetrate
		Turn

TYPES AND FORMS OF OPERATIONS	
MOVEMENT TO CONTACT*	RETROGRADE OPERATIONS*
Search and Attack*	Delay*
ATTACK*	Withdrawal*
Ambush*	Retirement
Demonstration*	RECONNAISSANCE OPERATIONS**
Feint*	SECURITY OPERATIONS*
Raid*	INFORMATION OPERATIONS**
Spoiling Attack*	COMBINED ARMS BREACH OPERATIONS**
EXPLOITATION*	PASSAGE OF LINES*
PURSUIT*	RELIEF IN PLACE*
FORMS OF OFFENSIVE MANEUVER*	RIVER CROSSING OPERATIONS**
Envelopment*	TROOP MOVEMENT*
Frontal Attack*	Administrative Movement*
Infiltration*	Approach March*
Penetration*	Road March*
Turning Movement*	
AREA DEFENSE*	*Defined elsewhere in this manual
MOBILE DEFENSE**	**Defined in other manuals

Refer to FM 3-07, Chapters 2 and 3

Primary Stability Tasks

- Establish civil security
- Establish civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development

Refer to FM 3-07.1, Chapter 2

Security Force Assistance Tasks

- Organize** (recruiting, promotion screening and selection, pay and benefits, leader recruiting and selection, personnel accountability, demobilization of security force personnel.)
- Train** (train the US trainers, establish training standards, train foreign security forces, train leaders, employ newly trained forces)
- Equip**
- Rebuild and build**
- Advise and assist**

Refer to FM 3-07, Chapter 2

3 Types of SFA

- Augment
- Partner
- Advise

Refer to FM 3-07.1, Chapter 2

Plan and resource operations with foreign security forces.

Generate capability and build foreign security forces capacity and support security sector reform.

Employ security force assistance forms such as partnering with foreign security forces at all levels and embedding advisors to support development and the employment of the foreign security forces.

Transition foreign security force authorities and responsibilities to the legitimate authority and transition programs to normal country team authorities.

Sustain foreign security forces development by reviewing conditions and objectives and supporting relevant programs and authorities.

SFA Activities

Mission Analysis

Step 14. Present the Mission Analysis Briefing

Ideally, the commander holds several informal meetings with key staff members before the mission analysis briefing.

Time permitting, the staff briefs the CDR on its mission analysis using this outline :

- Mission and commander's intent of the headquarters two levels up.
- Mission, commander's intent, and concept of operations of the headquarters one level up.
- A proposed problem statement.
- A proposed mission statement.
- Review of the commander's initial guidance.
- Initial IPB products, **including civil considerations {using ASCOPE}** that impact the conduct of operations.
- Specified, implied, and essential tasks.
- Pertinent facts and assumptions.
- Constraints.
- Forces available and resource shortfalls.
- Initial risk assessment.
- Proposed information themes and messages.
- Proposed CCIRs and EEFIs.
- Initial ISR plan.
- Recommended timeline.
- Recommended collaborative planning sessions.

Step 15. Develop and Issue Initial Commander's Intent

The commander's intent *succinctly describes what constitutes success for the operation*. It includes the operation's purpose and the conditions that define the end state.

Commander's intent **links the mission, concept of operations, and tasks to subordinate units**. During planning, the initial commander's intent summarizes the commander's visualization and is used to develop and refine courses of action. During execution, the commander's intent spurs individual initiative.

Mission Analysis

Step 16. Develop and Issue Initial Planning Guidance

Commanders provide planning guidance along with their initial commander's intent. Planning guidance conveys the essence of the commander's visualization.

Guidance may be broad or detailed, depending on the situation. The initial planning guidance outlines an operational approach—the broad general actions that will produce the conditions that define the desired end state. The guidance should outline *specific COAs the commander desires* the staff to look at as well as *rule out any COAs* the commander will not accept.

Refer to pp. 74-75 or FM 5-0, Annex D for additional information on commander's guidance

*When developing their concept of operations, commanders **first visualize the decisive operation** and develop shaping and sustaining operations to support the decisive operation.*

*The **decisive operation** is the focal point around which commanders develop the entire operation and prioritize effort.*

*The **main effort** is the designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power (FM 3-0). Designating a main effort **temporarily gives that unit priority of support.***

Step 17. Develop COA Evaluation Criteria

Evaluation criteria are factors the commander and staff will later use to measure the relative effectiveness and efficiency of one COA relative to other COAs. Developing these criteria during mission analysis or as part of commander's planning guidance helps to eliminate a source of bias prior to COA analysis and comparison.

Normally, the XO initially determines each proposed criterion with weights based on the assessment of its relative importance and the commander's guidance. Commanders adjust criterion selection and weighting according to their own experience and vision.

Sample evaluation criteria: simplicity, maneuver, fires, civil control, support mission narrative. (FM 5-0) *{Other possible criteria: time required, casualties, damage to infrastructure, HNSF integration, local support, media impact, external agency support.}*

Step 18. Issue a Warning Order

Immediately after the commander gives the planning guidance, the staff sends subordinate and supporting units a WARNO {warning order #2} that contains, at a minimum—

- The approved mission statement.
- The commander's intent.
- Changes to task organization.
- The unit AO (sketch, overlay, or some other description).
- CCIRs and EEFIs.
- Risk guidance.
- Priorities by warfighting functions.
- Military deception guidance.
- Essential stability tasks.
- Specific priorities.



Course of Action Development

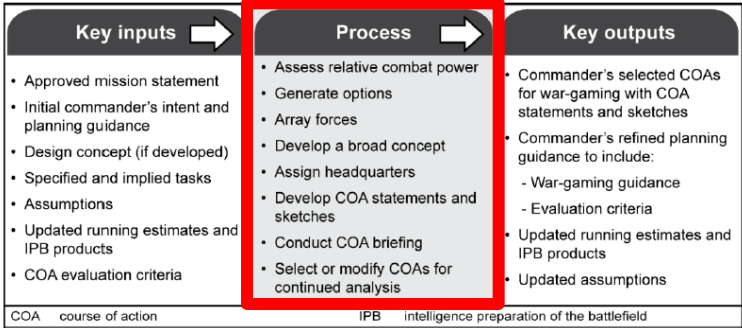
Key inputs →	Process →	Key outputs
<ul style="list-style-type: none">• Approved mission statement• Initial commander's intent and planning guidance• Design concept (if developed)• Specified and implied tasks• Assumptions• Updated running estimates and IPB products• COA evaluation criteria	<ul style="list-style-type: none">• Assess relative combat power• Generate options• Array forces• Develop a broad concept• Assign headquarters• Develop COA statements and sketches• Conduct COA briefing• Select or modify COAs for continued analysis	<ul style="list-style-type: none">• Commander's selected COAs for war-gaming with COA statements and sketches• Commander's refined planning guidance to include:<ul style="list-style-type: none">- War-gaming guidance- Evaluation criteria• Updated running estimates and IPB products• Updated assumptions
COA course of action	IPB intelligence preparation of the battlefield	

A **course of action** (COA) is a broad potential solution to an identified problem. The COA development step generates options for follow-on analysis and comparison that satisfy the commander's intent and planning guidance. During COA development, planners use the problem statement, mission statement, commander's intent, planning guidance, and the various knowledge products developed during mission analysis to develop COAs.

Each prospective COA is examined for validity using the following screening criteria:

- **Feasible.** The COA can accomplish the mission within the established time, space, and resource limitations.
- **Acceptable.** The COA must balance cost and risk with the advantage gained.
- **Suitable.** The COA can accomplish the mission within the commander's intent and planning guidance.
- **Distinguishable.** Each COA must differ significantly from the others (such as scheme or form of maneuver, lines of effort, phasing, day or night operations, use of the reserve, and task organization).
- **Complete.** A COA must incorporate-
 - How the decisive operation leads to mission accomplishment.
 - How shaping operations create and preserve conditions for success of the decisive operation or effort.
 - How sustaining operations enable shaping and decisive operations or efforts.
 - How offensive, defensive, and stability or civil support tasks are accounted for.
 - Tasks to be performed and conditions to be achieved.

Course of Action Development



Step 1. Assess relative combat power **31**

Step 2. Generate options **33**

Step 3. Array forces **34**

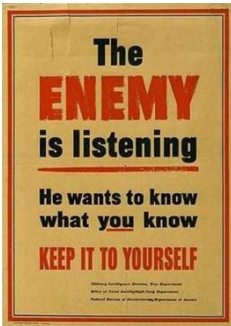
Step 4. Develop a broad concept **36**

Step 5. Assign headquarters **37**

Step 6. Develop COA statements and sketches **38**

Step 7. Conduct COA briefing **39**

Step 8. Select or modify COAs for continued analysis **39**



Following that MA is a method to *identify a specific problem and the tools available to solve the problem*, then COA development is the method to determine *how to best employ the tools available to solve the identified problem*.



Course of Action Development



Step 1. Assess Relative Combat Power

Combat power is the total means of destructive, constructive, and information capabilities that a military unit/formation can apply at a given time. (FM 3-0)

It is the effect created by combining the elements of intelligence, movement and maneuver, fires, sustainment, protection, command and control, information and leadership. ***The goal is to generate overwhelming combat power to accomplish the mission at minimal cost.***

To assess relative combat power, planners initially make a rough estimate of force ratios of maneuver units ***two levels down***. Planners then compare friendly strengths against enemy weaknesses, and vice versa, ***for each element of combat power***. From these comparisons, they may deduce particular vulnerabilities for each force that may be exploited or may need protection. These comparisons provide planners insight into effective force employment.

For stability and civil support operations, staffs often determine relative combat power by comparing available resources to specified or implied stability or civil support asks. This is known as ***troop-to-task*** analysis. This analysis provides insight as to what options are available and whether more resources are required. In such operations, the elements of ***sustainment, movement and maneuver, nonlethal effects, and information may predominate***.

Comparing the most significant strengths & weakness of each force in terms of combat power gives planners insight into-

- Friendly capabilities that pertain to the operation.
- The types of operations possible from both friendly and enemy perspectives.
- How and where the enemy may be vulnerable.
- How and where friendly forces are vulnerable.
- Additional resources that may be required to execute the mission.
- How to allocate existing resources.

Assessing combat power requires assessing **both tangible and intangible factors**, such as morale and levels of training. A relative combat power assessment ***identifies enemy weaknesses that can be exploited, identifies friendly weaknesses that require protection, and determines the combat power necessary to conduct essential stability or civil support tasks.***

Course of Action Development

Elements of Combat Power	Enemy strengths/ weaknesses	Friendly strengths/ weaknesses	Advantage	
			Friendly	Enemy
Maneuver	Strength: Infantry with numerous anti-tank weapons. Weakness: Poorly maintained equipment. Lack of mobility between battle positions.	Strength: 3 X M1A2 equip combined arms task forces.	X	
Firepower	Weakness: Limited to mortar fires.	Strength: Air supremacy, unopposed CAS, rocket and cannon fires.	X	
Protection	Strength: Fully constructed defensive position with overhead cover.	Strength: Night vision capability; weapons standoff. Weakness: Soft skin vehicles and dismounted infantry.		X
Leadership	Strength: Elite unit very disciplined. Weakness: Lack of initiative by subordinates without orders from higher command.	Strength: Combat tested unit. Aggressive and offensive oriented command climate.	X	
Information	Strength: Full backing of local population and regional press. Weakness: C2 very acceptable to jamming and interception.	Strength: Secure and reliable C2 systems. Weakness: Seen as invaders and occupiers by opposing force and local population.		X

Figure 3-9. Sample Elements of Combat Power Analysis

Planners combine the numerical force ratio with the results of their analysis of intangibles to determine the relative combat power of friendly & enemy forces. They determine what types of operations are feasible by comparing the force ratio with the historical minimum planning ratios for the contemplated combat missions & estimating the extent to which intangible factors affect the relative combat power. If, in the staff's judgment, the relative combat power of the force produces the effects of the historical minimum-planning ratio for a contemplated mission, that mission is feasible.

<i>Friendly mission</i>	<i>Position</i>	<i>Friendly: Enemy</i>
Delay		1: 6
Defend	Prepared or fortified	1: 3
Defend	Hasty	1: 2.5
Attack	Prepared or fortified	3: 1
Attack	Hasty	2.5: 1
Counterattack	Flank	1: 1

Figure 3-10. Historical Minimum Planning Ratios



Course of Action Development



Step 2. Generate Options

Based on the commander's guidance and the initial results of the relative combat power assessment, the staff generates options. ***A good COA can defeat all feasible enemy COAs while accounting for essential stability tasks.*** In an unconstrained environment, the goal is to develop several possible COAs. Time dependent, commanders may limit the options in the commander's guidance.

Brainstorming is the preferred technique for generating options. It requires time, imagination, and creativity, but it produces the widest range of choices. ***{NOTE: When possible, brainstorming should include participants from ALL agencies and organizations that provide a capability to the planning unit.}***

When generating options, ***the staff starts with the decisive operation*** identified in the commander's planning guidance. The staff checks that the ***decisive operation nests within the higher headquarters' concept of operations.*** The staff clarifies the decisive operation's purpose and considers ways to mass the effects (lethal and nonlethal) of overwhelming combat power to achieve it.

The decisive operation is the focal point around which commanders develop the entire operation and prioritize effort.

The main effort is the designated subordinate unit whose mission at a given point in time is most critical to overall mission success.

Next, the staff considers ***shaping operations.*** The staff establishes a purpose for each shaping operation tied to creating or preserving a condition for the decisive operation's success. Shaping operations may occur before, concurrently with, or after the decisive operation.

The staff then determines ***sustaining operations*** necessary to create and maintain the combat power required for the decisive operation and shaping operations.

After developing the basic operational organization for a given COA, the staff then determines the essential tasks for each decisive, shaping, and sustaining operation.

Once staff members have explored possibilities for each COA, they examine each COA to determine if it satisfies the previously established screening criteria. In doing so, they change, add, or eliminate COAs as appropriate, but must avoid the common pitfall of focusing on the development of one good COA among several throwaway COAs.

Course of Action Development

Step 3. Array Forces

After determining the decisive and shaping operations and their related tasks and purposes, planners determine the relative combat power required to accomplish each task.

In counterinsurgency **{and stability}** operations, planners can develop force requirements by gauging troop density—the ratio of security forces (including host-nation military and police forces as well as foreign counterinsurgents) to inhabitants. Most density recommendations fall within a range of **20 to 25 counterinsurgents for every 1,000 residents** in an AO. (See FM 3-24.)

A COA may require a follow-on force to establish civil security, maintain civil control, and restore essential services in a densely populated urban area over an extended period. Planners conduct a **troop-to-task analysis** to determine the type of units and capabilities to accomplish these tasks.

		Battalion Areas of Operation			
		AO Copper	AO Iron	AO Tin	AO Metal
Specified / Implied Tasks	Secure key infrastructure	4/2/0	2/1/1	3/1/1	9/4/2
	Establish and secure CMOC	1/1/0	0/0/0	1/0/1	2/1/1
	Conduct population control	6/4/0	3/2/1	3/1/1	12/7/2
	Conduct route security	2/1/1	4/1/0	2/0/0	8/2/1
	Conduct base security (COPs)	1/0/1	1/1/0	1/1/0	3/2/1
	Rest / Refit	2/1/1	2/1/1	2/1/1	6/3/3
	Total Platoons	16/9/3	12/6/3	12/4/4	40/19//10

	US	ANA	ANP
Available Combat Platoons	48	20	12
Remaining Combat Platoons	8	1	2

- Steps:**
1. Subdivide urban area into areas of operation based on demographics.
 2. List out specified & implied tasks that need to be accomplished.
 3. Determine a combat power metric (i.e. 1 x PLT per key infrastructure, 1 x PLT to per 1,000 people for population control, 1 x PLT per CO for rest/refit)
 4. Fill out table with the number of platoons and total up at the bottom to determine number of platoons required for each AO
 5. Consolidate AO's if possible and assign headquarters

Course of Action Development

Planners then proceed to initially array **friendly forces starting with the decisive operation** and continuing with all shaping and sustaining operations. Planners normally array ground forces two levels down. The initial array focuses on generic ground maneuver units without regard to specific type or task organization and then considers all appropriate intangible factors. During this step, **planners do not assign missions to specific units**; they only consider which forces are necessary to accomplish its task. In this step, planners also array assets to accomplish essential stability tasks.

If the number of units arrayed exceeds the number available and the difference cannot be compensated for with intangible factors, the staff determines whether the COA is feasible. Commanders should also consider requirements to minimize and relieve civilian suffering. Establishing civil security and providing essential services such as medical care, food and water, and shelter are implied tasks for commanders during any combat operation.



Step 4. Develop a Broad Concept

The broad concept describes how arrayed forces will accomplish the mission within the commander's intent. It *concisely expresses the how of the commander's visualization* and will eventually provide the framework for the concept of operations. The broad concept **summarizes the contributions of all warfighting functions**. The staff develops a broad concept for each COA that will be expressed in both narrative and graphic forms.

A sound COA is more than the arraying of forces. It should present an overall combined arms idea that will accomplish the mission.

The broad concept includes the following:

- The purpose of the operation.
- A statement of where the commander will accept risk.
- Identification of critical friendly events and transitions between phases (if the operation is phased).
- Designation of the decisive operation, along with its task and purpose, linked to how it supports the higher headquarters' concept.
- Designation of shaping operations, along with their tasks and purposes, linked to how they support the decisive operation.
- Designation of sustaining operations, along with their tasks and purposes, linked to how they support the decisive and shaping operations.
- Designation of the reserve, including its location and composition.
- ISR operations.
- Security operations.
- Essential stability tasks.
- Identification of maneuver options that may develop during an operation.
- Assignment of subordinate AOs.
- Scheme of fires.
- Information themes, messages, and means of delivery.
- Military deception operations.
- Key control measures.

Planners select control measures, including graphics, to control subordinate units during the operation. Good control measures foster freedom of action, decision-making, and individual initiative.



Course of Action Development



Lines of operations and **lines of effort** are two key elements of operational design that assist in developing a concept of operations.

Major combat operations are typically designed using **lines of operations**. These lines tie tasks to the geographic and positional references in the area of operations. Commanders synchronize activities along complementary lines of operations to achieve the desired end state. Lines of operations may be either interior or exterior. (See FM 3-0.)

The **line of effort** is a useful tool for framing the concept of operations when stability or civil support operations dominate. Lines of effort link multiple tasks with goal-oriented objectives that focus efforts toward establishing end state conditions. Using lines of effort is essential in planning when positional references to an enemy or adversary have little relevance. In operations involving many nonmilitary factors, lines of effort may be the only way to link subordinate unit tasks with objectives and desired end state conditions. Lines of effort are often essential to helping commanders visualize how military capabilities can support the other instruments of national power.

Combining lines of operations and lines of efforts allows planners to include nonmilitary activities in their broad concept. This combination helps commanders incorporate stability or civil support tasks that, when accomplished, help set end state conditions of the operation.

Step 5. Assign Headquarters

After determining the broad concept, planners create a task organization by assigning headquarters to groupings of forces. They consider the types of units to be assigned to a headquarters and the ability of that headquarters to control those units. Generally, a headquarters controls at least two subordinate maneuver units (but not more than five) for fast-paced offensive or defensive operations. The number and type of units assigned to a headquarters for stability operations will vary based on factors of METT-TC. If planners need additional headquarters, they note the shortage and resolve it later.

Step 6. Develop COA Statements and Sketches

The operations officer prepares a COA statement and supporting sketch for each COA. The COA statement clearly portrays how the unit will accomplish the mission. The COA statement should be **a brief expression of how the combined arms concept will be conducted**. The sketch provides a picture of the movement and maneuver aspects of the concept, including the positioning of forces.

At a minimum, the COA sketch includes the array of generic forces and control measures, such as--

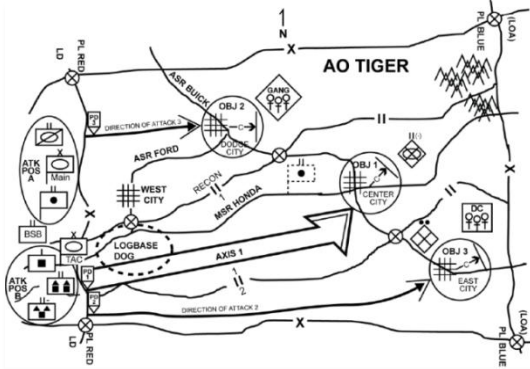
- The unit and subordinate unit boundaries.
- Unit movement formations (but not subordinate unit formations).
- The line of departure, or line of contact and phase lines, if used.
- Reconnaissance and security graphics.
- Ground and air axes of advance.
- Assembly areas, battle positions, strong points, engagement areas, and objectives.
- Obstacle control measures and tactical mission graphics.
- Fire support coordination and airspace control measures.
- Main effort.
- Location of command posts and critical information systems (INFOSYS) nodes.
- Enemy known or template locations.
- Population concentrations.

Planners can include identifying features (such as cities, rivers, and roads) to help orient users. The sketch may be on any medium.

Graphic control measures are graphic directives given by a commander to subordinate commanders to assign responsibilities, coordinate fire and maneuver, and control combat operations.

They are generally developed during course of action development and are used *to convey and enhance the understanding of the concept of operations, prevent fratricide, and clarify the task and purpose of the main effort.*

Course of Action Development



Refer to FM 5-0, p. B-20 for greater detail on COA sketches

Step 7. Conduct COA Briefing

After developing COAs, the staff briefs them to the commander. The COA briefing includes--

- An updated IPB.
- Possible enemy COAs.
- The approved problem statement and mission statement.
- The commander's and higher commander's intent.
- COA statements and sketches, including lines of effort if used.
- The rationale for each COA, including--
 - Considerations that might affect enemy COAs.
 - Critical events for each COA.
 - Deductions resulting from the relative combat power analysis.
 - The reason units are arrayed as shown on the sketch.
 - The reason the staff used the selected control measures.
 - The impact on civilians.
 - How it accounts for minimum essential stability tasks.
 - Updated facts and assumptions.
 - Refined COA evaluation criteria.

Step 8. Select or Modify COAs for Continued Analysis

After the COA briefing, the commander selects or modifies those COAs for continued analysis. The commander also issues planning guidance. If all COAs are rejected, the staff begins again. If one or more of the COAs are accepted, staff members begin COA analysis.

Course of Action Analysis (War Game)

Key inputs →

- Updated intelligence preparation of the battlefield products
- Updated running estimates
- Updated commander's planning guidance
- Course of action statements and sketches
- Updated assumptions

Process →

- Gather the tools
- List all friendly forces
- List assumptions
- List known critical events and decision points
- Select the war-gaming method
- Select a technique to record and display results
- War-game the operation and assess the results
- Conduct a war-game briefing (optional)

Key outputs

- Refined courses of action
- Decision support templates and matrixes
- Synchronization matrixes
- Potential branches and sequels
- Updated running estimates
- Updated assumptions

Step 1. Gather the tools 42

Step 2. List all friendly forces 42

Step 3. List assumptions 42

Step 4. List known critical events and decision points 43

Step 5. Select the war-gaming method 43

Step 6: Select a technique to record and display results 45

Step 7. War-game the operation and assess the results 46

War gaming Responsibilities 47

Step 8. Conduct a war-game briefing (optional) 52



Course of Action Analysis (War Game)



{NOTE: COA analysis is one of the most important steps of the MDMP--possibly second only to completing a thorough IPB.}

COA analysis (war gaming) is a disciplined process, with rules and steps that attempt to **visualize the flow** of the operation, given the force's strengths and dispositions, enemy's capabilities and possible COAs, impact and requirements of civilians in the AO, and other aspects of the situation. Each critical event within a proposed COA should be war-gamed using the action, reaction, and counteraction methods of friendly and enemy forces interaction *{as well as impact on local population}*.

It helps the commander and staff to **synchronize WFF** and--

- Determine how to maximize the effects of combat power while protecting friendly forces and minimizing collateral damage.
- Further develop a visualization of the operation.
- Anticipate operational events.
- Determine conditions and resources required for success.
- Determine when and where to apply force capabilities.
- Focus IPB on enemy strengths and weaknesses, important civil considerations, and the desired end state.
- Identify coordination needed to produce synchronized results.
- Determine the most flexible COA.

War gaming results in **refined COAs**, a **completed synchronization matrix**, and **decision support templates and matrixes** for each COA.

War gamers need to--

- Remain objective, not allowing personality or their sense of what the commander wants to influence them. They avoid defending a COA just because they personally developed it.
- Record advantages and disadvantages of each COA accurately as they emerge.
- Continually assess feasibility, acceptability, and suitability of each COA. If a COA fails any of these tests, they reject it.
- Avoid drawing premature conclusions and gathering facts to support such conclusions.
- Avoid comparing one COA with another during the war game. This occurs during COA comparison.

Course of Action Analysis (War Game)

Key inputs →

- Updated intelligence preparation of the battlefield products
- Updated running estimates
- Updated commander's planning guidance
- Course of action statements and sketches
- Updated assumptions

Process →

- Gather the tools
- List all friendly forces
- List assumptions
- List known critical events and decision points
- Select the war-gaming method
- Select a technique to record and display results
- War-game the operation and assess the results
- Conduct a war-game briefing (optional)

Key outputs

- Refined courses of action
- Decision support templates and matrixes
- Synchronization matrixes
- Potential branches and sequels
- Updated running estimates
- Updated assumptions

Step 1. Gather the Tools.

XO directs the staff to gather tools, materials, and data for the war game. Units war-game with maps, sand tables, computer simulations, or other tools that accurately reflect the **{physical and human} terrain**. The staff posts the COA on a map displaying the AO.

Tools required include, but are not limited to-

- Running estimates.
- Event templates.
- A recording method.
- Completed COAs, including graphics.
- A means to post or display enemy and friendly unit symbols and other organizations.
- A map of the AO.

Step 2. List All Friendly Forces.

The commander and staff consider all units that can be committed to the operation, paying special attention to support relationships and constraints. This list must include assets from all participants operating in the AO. The friendly forces list remains constant for all COAs. **{Staff should take into account elements such as HNSF, NGOs, interagency, etc.}**

Step 3. List Assumptions.

The commander and staff review previous assumptions for continued validity and necessity.



Course of Action Analysis (War Game)



Step 4. List Known Critical Events and Decision Points

Critical events are those that *directly influence mission accomplishment*. They include events that *trigger significant actions or decisions* (such as commitment of an enemy reserve), complicated actions *requiring detailed study* (such as a passage of lines), and *essential tasks*. The list of critical events includes major events from the unit's current position through mission accomplishment. It ***includes reactions by civilians that might affect operations or that will require allocation of significant assets*** to account for essential stability tasks.

A decision point is a point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action (JP 5-0). Decision points may also be associated with the friendly force and the status of ongoing operations. A decision point *may be associated with CCIRs* that describe what information the commander needs to make the anticipated decision. ***The PIR describes what must be known about the enemy or the operational environment and often is associated with a named area of interest.***

Step 5: Select the War-Gaming Method

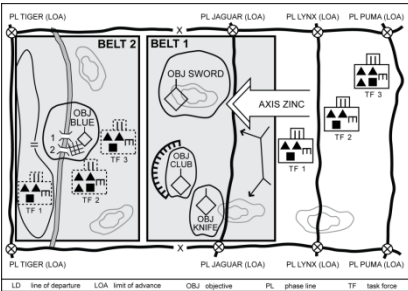
There are three recommended war-gaming methods: ***belt, avenue-in-depth, and box***. Each considers the area of interest and all enemy forces that can affect the outcome of the operation. The methods can be used separately or in combination and modified for long-term operations dominated by stability.

The belt method divides the AO into areas running the width of the AO based on METT-TC. It is most effective when terrain is divided into well-defined cross-compartments, during phased operations, or when the enemy is deployed in clearly defined belts or echelons. Belts can be adjacent to or overlap each other.

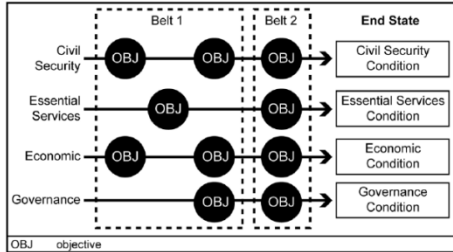
This war-gaming method is based on a sequential analysis of events in each belt. It is preferred because it ***focuses simultaneously on all forces affecting a particular event***. A belt might include more than one critical event. Under time-constrained conditions, the commander can use a modified belt method. The modified belt method divides the AO into not more than three sequential belts.

In stability operations, the belt method can divide the COA by events, objectives (goals not geographic location), or events and objectives in a selected slice across all lines of effort.

Course of Action Analysis (War Game)



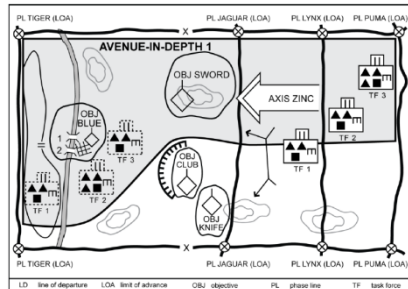
Sample Belt Method



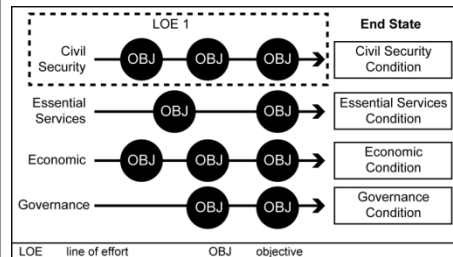
Sample Belt Method for Stability Ops

The avenue-in-depth method focuses on one avenue of approach at a time, beginning with the decisive operation. This method is good for offensive COAs or in the defense when canalizing terrain inhibits mutual support.

In stability operations, the avenue-in-depth method can be modified. Instead of focusing on a geographic avenue, the staff war-games a line of effort. This method focuses on one line of effort at a time, beginning with the decisive line. It includes not only war-gaming events, objectives, or events and objectives in the selected line, but also war-gaming relationships among events or objectives on all lines of effort with respect to events in the selected line.



Sample Avenue-in-Depth

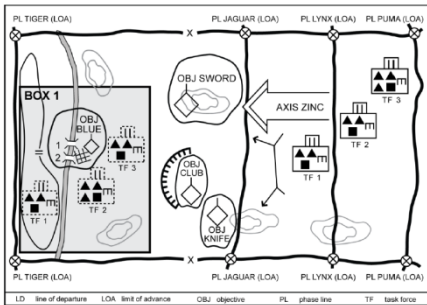


Sample Avenue-in-Depth for Stability Ops

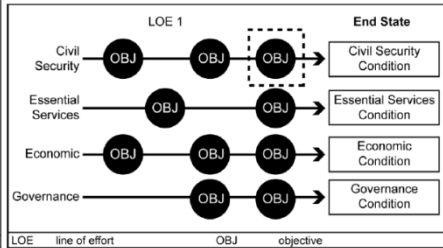
The box method is a detailed analysis of a critical area, such as an engagement area, a river-crossing site, or a landing zone. It works best in a time-constrained environment, such as a hasty attack. It is particularly useful when planning operations in noncontiguous AOs. The staff isolates the area and focuses on critical events in it. Staff members assume that friendly units can handle most situations in the AOs and focus their attention on essential tasks.

Course of Action Analysis (War Game)

In stability operations, the box method may focus analysis on a specific objective along a line of effort such as development of local security forces as part of improving civil security.



Sample Box



Sample Box for Stability Ops

Step 6: Select a Method to Record and Display Results.

The war-game results provide a record from which to **build task organizations, synchronize activities, develop decision support templates, confirm and refine event templates, prepare plans or orders, and compare COAs.** Two techniques are commonly used to record and display results: **the synchronization matrix technique** and **the sketch note technique.** In both techniques, staff members record any remarks regarding the strengths and weaknesses they discover.

{NOTE: The synchronization matrix is generally the most common technique.}

The synchronization matrix is a tool the staff uses to record the results of war-gaming and helps them synchronize a course of action across time, space, and purpose **in relationship to potential enemy and civil actions.**

{Refer to FM 5-0, p. B-29 for a sample synch matrix.}



Course of Action Analysis (War Game)



Step 7. War Game the Operation and Assess the Results.

War-gaming is a conscious attempt to visualize the flow of operations given the friendly force's strengths and disposition, enemy's capabilities and possible COAs, and civilians. During the war game, the commander and staff try to *foresee the actions, reactions, and counteractions* of all participants **to include civilians**. The staff analyzes each selected event. They identify tasks that the force must accomplish one echelon down, using assets two echelons down. Identifying strengths and weaknesses of each COA allows the staff to adjust the COAs as necessary.

The war game follows an action-reaction-counteraction cycle. **Actions are those events initiated by the side with the initiative.** {NOTE: *In defensive and stability operations, this is generally the enemy.*} Reactions are the opposing side's actions in response. With regard to stability operations, the war game tests the effects of actions, including intended and unintended effects, as they *stimulate anticipated responses from civilians and civil institutions*. Counteractions are the first side's responses to reactions.

The CDR & staff examine many areas in detail during the war game to include-

- All friendly capabilities.
- All enemy capabilities.
- Civilian reactions to all friendly *{and enemy}* actions.
- Global media responses to proposed actions.
- Movement considerations.
- Closure rates.
- Lengths of columns.
- Formation depths.
- Ranges and capabilities of weapon systems.
- Desired effects of fires.

The staff identifies the required assets of the warfighting functions to support the concept of operations, including those needed to synchronize sustaining operations. If requirements exceed available assets, the staff recommends priorities.

{NOTE: Do not become derailed by extraneous minutiae. If the assets are allocated appropriately to address a specific situation, quickly assess the results and continue the process.}



Course of Action Analysis (War Game)



War-gaming Responsibilities

XO coordinates actions of the staff during the war game. This officer is *the unbiased controller of the process*, ensuring the staff stays on a timeline and achieves the goals of the war-gaming session. In a time-constrained environment, this officer ensures that, **at a minimum, the decisive operation is war-gamed.**

Staff members have the following responsibilities during the war game.

Intelligence:

S-2 role-plays the enemy commander. This officer **develops critical enemy decision points** in relation to the friendly COAs, **projects enemy reactions** to friendly actions, and **projects enemy losses.** When additional intelligence staff members are available, the intelligence officer assigns different responsibilities to individual staff members within the section for war gaming (such as the enemy commander, friendly intelligence officer, and enemy recorder). The intelligence officer captures the results of each enemy action and counteraction as well as the corresponding friendly and enemy strengths and vulnerabilities. By trying to win the war game for the enemy, the intelligence officer ensures that the staff fully addresses friendly responses for each enemy COA.

For the friendly force, the S2-

- Identifies IRs.
- Refines the situation and event templates, including named areas of interest that support decision points.
- Refines the event template with corresponding decision points, target areas of interest, and high-value targets.
- Participates in targeting to select high-payoff targets from high-value targets identified during IPB.
- Recommends PIRs that correspond to the decision points.

Movement and Maneuver:

S-3 normally selects the technique for the war game and role-plays the friendly maneuver commander. The S-3 is assisted by various staff officers such as the aviation officer, engineer officer, and red team members. The S-3 executes friendly maneuver as outlined in the COA sketch and COA statement.

S-5 assesses warfighting requirements, solutions, and concepts for each COA. This plans officer develops plans and orders and determines potential branches and sequels arising from the war-gaming of



Course of Action Analysis (War Game)



War-gaming Responsibilities (cont.)

S-5 (cont.) various COAs. The S-5 coordinates and synchronizes warfighting functions in all plans and orders. The planning staff ensures that the war game of each COA covers every operational aspect of the mission. The members of the staff record each event's strengths and weaknesses and the rationale for each action. They complete the decision support template and matrix for each COA.

Fires:

FSO assesses the fire support feasibility of each COA. For each COA, the chief of fires develops the fire support execution matrix and evaluation criteria to measure the effectiveness of the fire support. This officer develops a proposed high-priority target list, target selection standards, and attack guidance matrix. The chief of fires identifies named and target areas of interest, high-value targets, high-priority targets, and additional events that may influence the positioning of fire support assets.

Protection:

PMO advises the commander regarding military police functions, security, force protection issues, and the employment of assigned or attached military police elements for each COA. The provost marshal assesses military police operations in support of freedom of movement, security for ground lines of communication, operational law enforcement, and operational internment and resettlement operations.

Sustainment:

S-4 assesses the logistics feasibility of each COA. This officer determines critical requirements for each logistics function (classes I through VII and IX) and identifies potential problems and deficiencies. The S-4 assesses the status of all logistics functions required to support the COA, including potential support required to provide essential services to the civilians, and compares it to available assets.

S-1 assesses the personnel aspect of building and maintaining the combat power of units. This officer identifies potential shortfalls and recommends COAs to ensure units maintain adequate manning to accomplish their mission. The personnel officer estimates potential personnel battle losses and assesses the adequacy of resources to provide human resources support for the operation.

{NOTE: The sustainment section should also include host nation security forces and local population battle losses and resource capabilities into war gaming.}



Course of Action Analysis (War Game)



War-gaming Responsibilities (cont.)

Sustainment (cont.):

S-8 assesses the commander's area of responsibility to determine the best COA for use of resources. This includes both core functions of financial management (resource management and finance operations). This officer determines partner relationships (joint, interagency, intergovernmental, and multinational), requirements for special funding, and support to the procurement process.

The surgeon {medical} section provides advice for medically related matters and exercises technical supervision of all medical activities within the AO.

Command and Control:

S-6 determines communication systems requirements and compares them to available assets, identifies potential shortfalls, and recommends actions to eliminate or reduce their effects.

S-7 assesses how effectively the information themes and messages are reflected in operations. This officer assesses the effectiveness of the media {in conjunction with the PAO}. Lastly, this officer assesses how the information themes and messages impact various audiences of interest and populations in and outside the AO.

S-9 ensures each COA effectively integrates civil considerations (the "C" of METT-TC). The S-9 considers not only tactical issues, but also sustainment issues. This officer assesses how operations affect civilians and estimates the requirements for essential stability tasks commanders might have to undertake based on the ability of the unified action. Host-nation support and care of dislocated civilians are of particular concern. The analysis considers how operations affect public order and safety, the potential for disaster relief requirements, noncombatant evacuation operations, emergency services, and the protection of culturally significant sites. This officer provides feedback on how the culture in the AO affects each COA. ***If the unit lacks an assigned civil affairs operations officer, the commander assigns these responsibilities to another staff member.***

SJA advises the commander on all matters pertaining to law, policy, regulation, and good order and discipline for each COA. This officer provides legal advice across the spectrum of conflict on law of war, rules of engagement, international agreements, Geneva Conventions, treatment and disposition of noncombatants, and the legal aspects of lethal and nonlethal targeting.



Course of Action Analysis (War Game)



An effective war game *results in refining*:

- Or modifying each COA, including identifying branches and sequels that become on-order or be-prepared missions.
- The locations and times of decisive points.
- The enemy event template and matrix.
- The task organization, including forces retained in general support.
- Command and control requirements, including control measures and updated operational graphics.
- CCIRs and IRs—including the last time information of value—and incorporating them into the ISR plan and information management plans.

An effective war game *results in identifying*:

- Key or decisive terrain and determining how to use it.
- Tasks the unit retains and tasks assigned to subordinates.
- Likely times and areas for enemy use of weapons of mass destruction and friendly chemical, biological, radiological, and nuclear defense requirements.
- Potential times or locations for committing the reserve.
- The most dangerous enemy COA.
- The most dangerous civilian reaction.
- Locations for the commander, command posts, and INFOSYS nodes.
- Critical events.
- Requirements for support of each warfighting function.
- Effects of friendly and enemy actions on civilians and infrastructure, and how these will affect military operations.
- Or confirming the locations of named areas of interest, target areas of interest, decision points, and IRs needed to support them.
- Analyzing, and evaluating strengths and weaknesses of each COA.
- Hazards, assessing their risk, developing controls for them, and determining residual risk.
- The coordination required for integrating and synchronizing interagency, host-nation, and nongovernmental organization involvement.



Course of Action Analysis (War Game)



An effective war game *results in analyzing*:

- Potential civilian reactions to operations.
- Potential media reaction to operations.
- Potential impacts on civil security, civil control, and essential services in the AO.

An effective war game *results in developing*:

- Decision points.
- A synchronization matrix.
- A decision support template and matrix.
- Solutions to achieving minimum essential stability tasks in the AO.
- The ISR plan and graphics.
- Initial information themes and messages.
- Fires, protection, and sustainment plans and graphic control measures.

An effective war game *results in*:

- Determining requirements for military deception and surprise.
- Determining the timing for concentrating forces and starting the attack or counterattack.
- Determining movement times and tables for critical assets, including INFOSYS nodes.
- Estimating the duration of the entire operation and each critical event.
- Projecting the percentage of enemy forces defeated in each critical event and overall.
- Projecting the percentage of minimum essential tasks that the unit can or must accomplish.
- Anticipating media coverage and impact on key audiences.
- Integrating targeting into the operation, to include identifying or confirming high-payoff targets and establishing attack guidance.
- Allocating assets to subordinate commanders to accomplish their missions.

Step 8: Conduct a War Game briefing (optional)

Time permitting, the staff delivers a briefing to all affected elements to ensure everyone understands the results of the war game. The staff uses the briefing for review and ensures that all relevant points of the war game are captured for presentation to the commander, COS (XO), or deputy or assistant commander in the COA decision briefing. In a collaborative environment, the briefing may include selected subordinate staffs. A war-game briefing format includes the following:

- Higher headquarters' mission, commander's intent, and military deception plan.
- Updated IPB.
- Friendly and enemy COAs that were war-gamed including —
 - Critical events.
 - Possible enemy actions and reactions.
 - Possible impact on civilians.
 - Possible media impacts.
 - Modifications to the COAs.
 - Strengths and weaknesses.
 - Results of the war game.
- Assumptions.
- War gaming technique used.



Course of Action Comparison

Key inputs →

- War-game results
- Evaluation criteria
- Updated running estimates
- Updated assumption

Process →

- Conduct advantages and disadvantages analysis
- Compare courses of action
- Conduct a course of action decision briefing

Key outputs

- Evaluated courses of action
- Recommended course of action
- Course of action selection rationale
- Updated running estimates
- Updated assumption

Step 1: Conduct Advantages and Disadvantages Analysis

The **COA comparison** starts with all staff members analyzing and evaluating the advantages and disadvantages of each COA from their perspectives. Using the evaluation criteria **developed before the war game**, the staff outlines each COA, highlighting its advantages and disadvantages. Comparing the strengths and weaknesses of the COAs identifies their advantages and disadvantages with respect to each other.

Step 2: Compare Courses of Action

Comparison of COAs is critical. The staff may use any technique that facilitates developing those key outputs and recommendations and helping the commander making the best decision. A common technique is the decision matrix. (See FM 5-0, p. B-35)

The staff compares feasible COAs to identify the one with the highest probability of success against the most likely enemy COA, the most dangerous enemy COA, the most important stability task, or the most damaging environmental impact.. The selected COA should also--

- Pose the minimum risk to the force and mission accomplishment.
- Place the force in the best posture for future operations.
- Provide maximum latitude for initiative by subordinates.
- Provide the most flexibility to meet unexpected threats and opportunities.
- Provide the most secure and stable environment for civilians in the AO.
- Best facilitate initial information themes and messages.

Step 3: Conduct a Course of Action Decision Briefing

(NOTE: See FM 5-0 for details to include in COA decision brief.)

Assessments

Assessment is the continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation (FM 3-0). Assessment is both a continuous activity of the operations process and an activity of battle command.

Broadly, assessment consists of the following activities: **monitoring** the current situation to collect relevant information; **evaluating** progress toward attaining end state conditions, achieving objectives, and performing tasks; and **recommending or directing** action for improvement.

A **measure of effectiveness** is a criterion used to assess changes {positive and negative} in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0). MOEs help to answer the question “Are we doing the right things?”

A **measure of performance** is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0). MOPs help answer questions such as “Was the action taken?” or “Were the tasks completed to standard?” A MOP confirms or denies that a task has been properly performed.

In the context of assessment, an **indicator** is an item of information that provides insight into a measure of effectiveness or measure of performance. Staffs use indicators to shape their collection effort as part of ISR synchronization.

Steps to developing an assessment plan:

- Step 1. Gather tools and assessment data
- Step 2. Understand current and desired conditions
- Step 3. Develop assessment measures and potential indicators
- Step 4. Develop the collection plan
- Step 5. Assign responsibilities for conducting analysis and generating recommendations
- Step 6. Identify feedback mechanisms

(NOTE: Refer to FM 5-0, Chapter 6 and Appendix H)

Assessments

{NOTE: Refer to FM 5-0, Chapter 6 and Appendix H}

MOE	MOP	Indicator
Answers the question: Are we doing the right things?	Answers the question: Are we doing things right?	Answers the question: What is the status of this MOE or MOP?
Measures purpose accomplishment.	Measures task completion.	Measures raw data inputs to inform MOEs and MOPs.
Measures <i>why</i> in the mission statement.	Measures <i>what</i> in the mission statement.	Information used to make measuring what or why possible.
No hierarchical relationship to MOPs.	No hierarchical relationship to MOEs.	Subordinate to MOEs and MOPs.
Often formally tracked in formal assessment plans.	Often formally tracked in execution matrixes.	Often formally tracked in formal assessment plans.
Typically challenging to choose the correct ones.	Typically simple to choose the correct ones.	Typically as challenging to select correctly as the supported MOE or MOP.

Condition 1: Enemy defeated in the brigade area of operations.

MOE 1: Enemy kidnapping activity in the brigade area of operations disrupted.

- **Indicator 1:** Monthly reported dollars in ransom paid as a result of kidnapping operations.
- **Indicator 2:** Monthly number of reported attempted kidnappings.
- **Indicator 3:** Monthly poll question #23: "Have any kidnappings occurred in your neighborhood in the past 30 days?" Results for provinces ABC only.

MOE 2: Public perception of security in the brigade area of operations improved.

- **Indicator 1:** Monthly poll question #34: "Have you changed your normal activities in the past month because of concerns about your safety and that of your family?" Results for provinces ABC only.
- **Indicator 2:** Monthly K through 12 school attendance in provinces ABC as reported by the host-nation ministry of education.
- **Indicator 3:** Monthly number of tips from local nationals reported to the brigade terrorism tips hotline.

MOE 3: Sniper events in the brigade area of operations disrupted.

- **Indicator 1:** Monthly decrease in reported sniper events in the brigade area of operations. (**Note:** It is acceptable to have only one indicator that directly answers a given MOE. Avoid complicating the assessment needlessly when a simple construct suffices.)

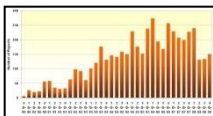
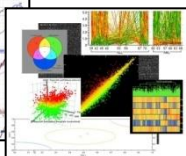
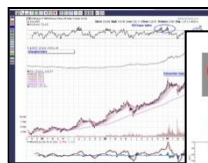
Condition 2: Role 1 medical care available to the population in city X.

MOE 1: Public perception of medical care availability improved in city X.

- **Indicator 1:** Monthly poll question #42: "Are you and your family able to visit the hospital when you need to?" Results for provinces ABC only.
- **Indicator 2:** Monthly poll question #8: "Do you and your family have important health needs that are not being met?" Results for provinces ABC only.
- **Indicator 3:** Monthly decrease in number of requests for medical care received from local nationals by the brigade.

MOE 2: Battalion commander estimated monthly host-nation medical care availability in battalion area of operations.

- **Indicator 1:** Monthly average of reported battalion commander's estimates (scale of 1 to 5) of host-nation medical care availability in the battalion area of operation.



Operations Order

Copy ## of ## copies
Issuing headquarters
Place of issue
Date-time group of signature
Message reference number

OPERATION PLAN/ORDER [number] [(code name)] [(classification of title)]

(U) References:

(U) Time Zone Used Throughout the OPLAN/OPORD:

(U) Task Organization:

1. (U) Situation.

- a. (U) Area of Interest.
- b. (U) Area of Operations.
 - (1) (U) Terrain.
 - (2) (U) Weather.
- c. (U) Enemy Forces.
- d. (U) Friendly Forces.
 - (1) (U) Higher Headquarters' Mission and Intent.
 - (a) (U) [Higher Headquarters Two Levels Up]. (Identify the actual unit)
 - 1 (U) Mission.
 - 2 (U) Commander's Intent.
 - (b) (U) [Higher Headquarters]. (Identify the actual unit)
 - 1 (U) Mission.
 - 2 (U) Commander's Intent.
 - (2) (U) Missions of Adjacent Units.
- e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations.
- f. (U) Civil Considerations.
- g. (U) Attachments and Detachments.
- h. (U) Assumptions.

2. (U) Mission.

3. (U) Execution.

- a. (U) Commander's Intent.
- b. (U) Concept of Operations.
- c. (U) Scheme of Movement and Maneuver.
 - (1) (U) Scheme of Mobility/Counter-mobility.
 - (2) (U) Scheme of Battlefield Obscuration.
 - (3) (U) Scheme of Intelligence, Surveillance, and Reconnaissance.
- d. (U) Scheme of Intelligence.
- e. (U) Scheme of Fires.
- f. (U) Scheme of Protection.
- g. (U) Stability Operations.
- h. (U) Assessment.
- i. (U) Tasks to Subordinate Units.
- j. (U) Coordinating Instructions.
 - (1) (U) Time or condition when the OPORD becomes effective.
 - (2) (U) Commander's Critical Information Requirements.
 - (3) (U) Essential Elements of Friendly Information.
 - (4) (U) Fire Support Coordination Measures.
 - (5) (U) Airspace Coordinating Measures.
 - (6) (U) Rules of Engagement.
 - (7) (U) Risk Reduction Control Measures.
 - (8) (U) Personnel Recovery Coordination Measures.
 - (9) (U) Environmental Considerations.
 - (10) (U) Information Themes and Messages.
 - (11) (U) Other Coordinating Instructions.

[page number]

[CLASSIFICATION]

Operations Order

OPERATION PLAN/ORDER [number] [(code name)]—[issuing headquarters] [(classification of title)]

4. (U) Sustainment.

- a. (U) Logistics.
- b. (U) Personnel.
- c. (U) Health System Support.

5. (U) Command and Control.

- a. (U) Command.
 - (1) (U) Location of Commander.
 - (2) (U) Succession of Command.
 - (3) (U) Liaison Requirements.
- b. (U) Control.
 - (1) (U) Command Posts.
 - (2) (U) Reports.
- c. (U) Signal.

The commander or authorized representative signs the original copy. If the representative signs the original, add the phrase "For the Commander." The signed copy is the historical copy and remains in the headquarters' files. (FM 5-0)

ACKNOWLEDGE:

[Commander's Last Name]
[Commander's Rank]

OFFICIAL:

[Authenticator's Last Name]
[Authenticator's Rank]

Use only if the commander does not sign the original order. If the commander signs the original, no further authentication is required. (FM 5-0)

ANNEXES:

- A – Task Organization
- B – Intelligence
- C – Operations
- D – Fires
- E – Protection
- F – Sustainment
- G – Engineer
- H – Signal
- I – not used
- J – Public Affairs
- K – Civil Affairs Operations
- L – Intelligence, Surveillance, and Reconnaissance
- M – Assessment
- N – Space Operations
- O – not used
- P – Host-Nation Support
- Q – not used
- R – Reports
- S – Special Technical Operations
- T – not used
- U – Inspector General
- V – Interagency Coordination
- W – not used
- X – not used
- Y – not used
- Z – Distribution

DISTRIBUTION: Furnish distribution copies either for action or for information. List in detail those who are to receive the plan or order. Refer to Annex Z (Distribution) if lengthy.

Operations Order

BASE ORDER. The base OPORD consists of five primary paragraphs: 1) Situation, 2) Mission, 3) Execution, 4) Sustainment, and 5) Command and Control. The OPORD contains the following annexes:

ANNEX A – TASK ORGANIZATION (S-5)or S-3)

ANNEX B – INTELLIGENCE (S-2)

- Appendix 1 – Intelligence Estimate
 - Tab A – Terrain (Engineer Coordinator)
 - Tab B – Weather (Staff Weather Officer)
 - Tab C – Civil Considerations
 - Tab D – Intelligence Preparation of the Battlefield Products
- Appendix 2 – Intelligence, Surveillance, and Reconnaissance Synchronization Matrix
- Appendix 3 – Counterintelligence
- Appendix 4 – Signals Intelligence
- Appendix 5 – Human Intelligence
- Appendix 6 – Geospatial Intelligence
- Appendix 7 – Imagery Intelligence
- Appendix 8 – Measurement and Signature Intelligence
- Appendix 9 – Open Source Intelligence
- Appendix 10 – Technical Intelligence
- Appendix 11 – Soldier Surveillance and Reconnaissance

ANNEX C – OPERATIONS (S-5 or S-3)

- Appendix 1 – Design Concept
- Appendix 2 – Operation Overlay
- Appendix 3 – Decision Support Products
 - Tab A – Execution Matrix
 - Tab B – Decision Support Template and Matrix
- Appendix 4 – Gap Crossing Operations
- Appendix 5 – Air Assault Operations
- Appendix 6 – Airborne Operations
- Appendix 7 – Amphibious Operations
- Appendix 8 – Special Operations (S-3)
- Appendix 9 – Battlefield Obscuration (CBRN Officer)
- Appendix 10 – Information Engagement (S-7)
- Appendix 11 – Airspace Command and Control (S-3 or Airspace Command and Control Officer)
- Appendix 12 – Rules of Engagement (Staff Judge Advocate)
 - Tab A – No Strike List (S-3 with Staff Judge Advocate)
 - Tab B – Restricted Target List (S-3 with Staff Judge Advocate)
- Appendix 13 – Military Deception (S-5)
- Appendix 14 – Law and Order Operations (Provost Marshal)
 - Tab A – Police Engagement
 - Tab B – Law Enforcement
- Appendix 15 – Internment and Resettlement Operations (Provost Marshal)

ANNEX D – Fires (Chief of Fires)

- Appendix 1 – Fire Support Overlay
- Appendix 2 – Fire Support Execution Matrix
- Appendix 3 – Targeting
 - Tab A – Target Selection Standards
 - Tab B – Target Synchronization Matrix
 - Tab C – Attack Guidance Matrix
 - Tab D – Target List Work Sheets
 - Tab E – Battle Damage Assessment (S-2)
- Appendix 4 – Field Artillery Support
- Appendix 5 – Air Support
- Appendix 6 – Naval Fire Support
- Appendix 7 – Command and Control Warfare (Electronic Warfare Officer)
 - Tab A – Electronic Attack
 - Tab B – Electronic Warfare Support
 - Tab C – Computer Network Attack
 - Tab D – Computer Network Exploitation

Operations Order

ANNEX E – PROTECTION (Chief of Protection/Protection Coordinator as designated by the commander)

- Appendix 1 – Air and Missile Defense (Air and Missile Defense Coordinator)
 - Tab A – Enemy Air Avenues of Approach
 - Tab B – Enemy Air Order of Battle
 - Tab C – Enemy Theater Ballistic Missile Overlay
 - Tab D – Air and Missile Defense Protection Overlay
 - Tab E – Critical Asset List/Defended Asset List
- Appendix 2 – Personnel Recovery (Personnel Recovery Coordinator)
- Appendix 3 – Fratricide Prevention
- Appendix 4 – Operational Area Security (Provost Marshal)
- Appendix 5 – Antiterrorism (Antiterrorism Officer)
- Appendix 6 – Chemical, Biological, Radiological, and Nuclear Defense (CBRN Officer)
- Appendix 7 – Safety (Safety Officer)
- Appendix 8 – Operations Security (Operations Security Officer)
- Appendix 9 – Explosive Ordnance Disposal (Explosive Ordnance Disposal Officer)
- Appendix 10 – Force Health Protection (Surgeon)

ANNEX F – SUSTAINMENT (Chief of Sustainment [S-4])

- Appendix 1 – Logistics (S-4)
 - Tab A – Sustainment Overlay
 - Tab B – Maintenance
 - Tab C – Transportation
- Exhibit 1 – Traffic Circulation and Control (Provost Marshal)
- Exhibit 2 – Traffic Circulation Overlay
- Exhibit 3 – Road Movement Table
- Exhibit 4 – Highway Regulation (Provost Marshal)
 - Tab D – Supply
 - Tab E – Field Services
 - Tab F – Distribution
 - Tab G – Contract Support Integration
 - Tab H – Mortuary Affairs
 - Tab I – Internment and Resettlement Support
- Appendix 2 – Personnel Services Support
 - Tab A – Human Resources Support (S-1)
 - Tab B – Financial Management (S-8)
 - Tab C – Legal Support (Staff Judge Advocate)
 - Tab D – Religious Support (Chaplain)
 - Tab E – Band Operations (S-1)
- Appendix 3 – Army Health System Support (Surgeon)
 - Tab A – Medical Command and Control
 - Tab B – Medical Treatment
 - Tab C – Medical Evacuation
 - Tab D – Hospitalization
 - Tab E – Dental Services
 - Tab F – Preventive Medicine
 - Tab G – Combat and Operational Stress Control
 - Tab H – Veterinary Services
 - Tab I – Medical Logistics
 - Tab J – Medical Laboratory Support

ANNEX G – Engineer

- Appendix 1 – Mobility/Counter mobility
 - Tab A – Obstacle Overlay
- Appendix 2 – Survivability (Engineer Officer)
- Appendix 3 – General Engineering
- Appendix 4 – Geospatial Engineering
- Appendix 5 – Engineer Task Organization and Execution Matrix
- Appendix 6 – Environmental Considerations



Operations Order

ANNEX H – SIGNAL (S-6)

- Appendix 1 – Information Assurance
- Appendix 2 – Voice and Data Network Diagrams
- Appendix 3 – Satellite Communications
- Appendix 4 – Foreign Data Exchanges
- Appendix 5 – Electromagnetic Spectrum Operations

ANNEX I – Not Used

ANNEX J – PUBLIC AFFAIRS (Public Affairs Officer)

ANNEX K – CIVIL AFFAIRS OPERATIONS (S-9)

ANNEX L – INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE (S-3)

ANNEX M – ASSESSMENT (S-5 or S-3)

ANNEX N – SPACE OPERATIONS (Space Operations Officer)

ANNEX O – Not Used

ANNEX P – HOST-NATION SUPPORT (S-4)

ANNEX Q – Not Used

ANNEX R – REPORTS (S-3)

ANNEX S – SPECIAL TECHNICAL OPERATIONS

ANNEX T – Not Used

ANNEX U – INSPECTOR GENERAL

ANNEX V – INTERAGENCY COORDINATION (S-3)

ANNEX W – Not Used

ANNEX X – Not Used

ANNEX Y – Not Used

ANNEX Z – DISTRIBUTION (S-3)

Operations Order Brief

{The following is based on doctrine and observed TTPs}

Time permitting, the staff delivers **an operations order (OPORD) briefing** to all affected elements to ensure everyone understands the operation. An OPORD briefing should generally include the following:

- Higher headquarters' area of operations. [XO/S3]
- Area of interest (AI) and area of operations (AO). [XO/S3]
- Intelligence preparation of the battlefield. [S2/S9]
 - Define the operational environment **{physical and human terrain}**.
 - Describe environmental effects on operations.
 - Evaluate the threat.
 - Describe threat **{opponent}** courses of action.
- Higher headquarters' (two levels up) mission and commander's intent. [S3]
- Higher headquarters' (one level up) mission, commander's intent, and concept of operations. [S3]
- Interagency, intergovernmental, and nongovernmental organizations. [S3]
- Mission. [S3]
- Commander's intent (key tasks, success defined, purpose and conditions of endstate). [CDR]
- Concept of operations (by phase)
 - Task organization (annotate changes to previous TO). [S3]
 - Scheme of movement and maneuver (to include ISR). [S3]
 - Scheme of intelligence. [S2]
 - Scheme of fires. [FSCOORD]
 - Scheme of information engagement. [S7]
 - Scheme of protection. [EN, MP, CBRN]
- Commander's critical information requirements (CCIR). [S3]
- Rules of engagement. [SJA]
- Information themes and messages. [S7]
- Risk assessment. [S3]
- Critical coordinating instructions. [S3]
- Sustainment. [S4/S1]
 - Logistics.
 - Personnel.
 - Health systems support.
- Command and control. [S3/S6]
 - Location of commander.
 - Succession of command.
 - Concept of signal support.
- Timeline [XO]
- Commander's guidance. [CDR]

Confirmation Brief Format:

- Mission
- Commander's intent
- Concept of operation
- Specified tasks and purposes
- Critical actions / timings
- Additional clarification / guidance required

NOTE: This format is organized for a brigade level staff. It may require modification for other echelons.



Rehearsals



FM 5-0 removes confirmation brief as a form of rehearsal.

Subordinate leaders give a **confirmation brief** to the commander immediately after receiving the operation order. A confirmation brief ensures the commander that subordinate leaders understand-

- The commander's intent, mission, and concept of operations.
- Their unit's tasks and associated purposes.
- The relationship between their unit's mission and those of other units in the operation.

A rehearsal is a session in which a staff or unit practices expected actions to improve performance during execution.

Rehearsal Types:

There are four types of rehearsals, including:

- Backbrief.
- Combined arms rehearsal.
- Support rehearsal.
- Battle drill or SOP rehearsal.

The backbrief is a briefing by subordinates to the commander to review how subordinates intend to accomplish their mission. Normally, subordinates perform backbriefs throughout preparation. These briefs allow commanders to clarify the commander's intent early in subordinate planning. Commanders use the backbrief to identify any problems in the concept of operations.

The backbrief differs from the *confirmation brief* (a briefing subordinates give their higher commander immediately following receipt of an order) in that subordinate leaders are given time to complete their plan.

A combined arms rehearsal is a rehearsal in which subordinate units synchronize their plans with each other. A maneuver unit headquarters normally executes a combined arms rehearsal after subordinate units issue their operation order. This rehearsal type helps ensure that subordinate commanders' plans achieve the higher commander's intent.

The support rehearsal helps synchronize each warfighting function with the overall operation. This rehearsal supports the operation so units can accomplish their missions.



Rehearsals



BEFORE THE REHEARSAL Before the rehearsal, the rehearsal director (typically the XO) calls the roll and briefs participants on information needed for execution. The briefing begins with an introduction, overview, and orientation. It includes a discussion of the rehearsal script and ground rules. The detail of this discussion is based on participants' familiarity with the rehearsal SOP.

INTRO AND OVERVIEW Before the rehearsal, the director gives an overview of the briefing topics, rehearsal subjects and sequence, and timeline, specifying the no-later-than ending time. The director explains any constraints and ensures all participants understand safety precautions and enforces their use. Last, the director emphasizes results and states the commander's standard for a successful rehearsal. *Subordinate leaders state any results of planning or preparation (including rehearsals) they have already conducted.*

ORIENTATION. Orientation is identified using magnetic north on the rehearsal medium and symbols representing actual terrain features. The director explains any graphic control measures, obstacles, and targets and then issues supplemental materials, if needed.

REHEARSAL SCRIPT: An effective technique for controlling rehearsals is to use a script. It keeps the rehearsal on track. The script provides a checklist so the organization addresses all warfighting functions and outstanding issues. It has two major parts: the agenda and the response sequence.

Agenda: An effective rehearsal follows a prescribed agenda that everyone knows and understands. An effective rehearsal includes-

- Roll call.
- Participant orientation to the terrain and environmental conditions.
- Location of local civilians, {key elements of ASCOPE, key civilian times (prayer, market, school, etc.), key leaders}.
- Enemy situation brief.
- Friendly situation brief.
- Description of expected adversary actions.
- Discussion of friendly unit actions.
- {Discussion of local populace actions.}
- A review of notes made by the recorder.

Response sequence: Participants respond in sequence: either by warfighting function or by unit as the organization is deployed, from front to rear. The commander determines the sequence before the rehearsal.

Rehearsals

Combined Arms Rehearsal Agenda:

- Roll call [XO]
 - Introduction and overview [XO]
 - ❑ Critical events to rehearse
 - ❑ Status of subordinate unit MDMP
 - Orientation to terrain board [XO/S3]
 - ❑ North, key terrain, *consolidated* graphic control measures, obstacles, and targets.
 - Overview of operational environment [S9/S2]
 - ❑ Civil considerations [S9]
 - Population densities
 - Demographic areas (religious, ethnic, etc.)
 - Key infrastructure
 - Key government facilities / centers
 - Key personalities
 - ❑ Environmental impact [S2]
 - Initial enemy situation [S2]
 - Initial friendly situation [S3]
 - ❑ Higher HQ mission and intent
 - ❑ All higher HQ shaping operations prior to CE1
 - ❑ Interagency, intergovernmental, and NGOs
 - ❑ Mission and intent
 - ❑ Description of phases
 - ❑ Rules of engagement [SJA/S3]
 - Initiate actions – critical event 1
 - ❑ CE1 beginning time [S3]
 - ❑ Relevant PIR [S2/S3]
 - ❑ Enemy actions [S2]
 - ❑ Friendly actions
 - Movement and maneuver [S3]
 - Fires [FSCoord]
 - Information engagement [S7]
 - Sustainment [S4/S1]
 - Command and Control [S3/S6]
 - ❑ Actions by local populace – “Voice of the People” [S9]
 - ❑ Consequence management considerations [S3/S9/XO/]
 - ❑ PIR answered / decisions made [S2/S3]
 - ❑ Issues or concerns
 - ❑ CE1 ending time [S3]
- {REPEAT AS REQUIRED FOR EACH CE}**
- Review issues and due outs [XO]
 - Timeline [XO]
 - Closing commander’s guidance [CDR]

In order to ensure an efficient rehearsal, all participants need to be prepared, know what they are expected to say, and focus only on those points.

Maneuver units brief:

- Task organization
- Scheme of maneuver
- Task and purpose of subordinate units
- NAIs observed (what observing, time observing, associated PIR and decisions)
- Issues or concerns

Staff / WFF rep. brief:

- HHQ assets and capabilities in support
- Priority of support
- Critical actions or tasks with associated purposes
- Issues or concerns

Rehearse actions on:

- Direct contact
- Obstacle contact
- IDF from urban area
- MASCAL event
- Downed aircraft
- Detainees
- Blue-on-green event

NOTE: This format is organized for a brigade level staff. It may require modification for other echelons.



Rehearsals



NOTE: This is a rehearsal, not a war game. The rehearsal director must ensure the rehearsal stays on task and focused on synchronization!

{NOTE: The S-2 or S-9 should begin with an overview of the operational environment to include human terrain ("C" in METT-TC) and environmental conditions prior to discussing enemy situation. At a minimum include population densities, demographic areas (ethnic, religious, etc.), civilian lines of communication, key government / commercial centers, key infrastructure, key personalities, etc. Use ASCOPE as a basis.}

Step 1: Enemy Forces Deployed

S-2 briefs the current enemy situation and **operational environment** and places markers on the map or terrain board (as applicable) indicating where enemy forces and other operationally significant groups or activities would be before the first rehearsal event. The S-2 then briefs the most likely enemy course of action and operational context.

The S-2 also briefs the status of reconnaissance and surveillance operations (for example, citing any patrols still out or any observation post positions).

Step 2: Friendly Forces Deployed

S-3 briefs friendly maneuver unit dispositions, including security forces, of the rehearsal starting time. Subordinate commanders and other staff officers brief their unit positions at the starting time and any particular points of emphasis.

Other participants place markers for friendly forces, including adjacent units, at the positions they will occupy at the rehearsal starting time.

As participants place markers, they state their task and purpose, task organization, and strength.

Sustainment and protection units brief positions, plans, and actions at the starting time and at points of emphasis the rehearsal director designates.

Step 3: Initiate Actions

The rehearsal director states the first event on the execution matrix.

Normally this involves the S-2 moving enemy markers according to the most likely course of action at the point on the execution matrix being rehearsed. The depiction must tie enemy actions to specific terrain or to friendly unit actions. The S-2 portrays enemy actions based on the situational template developed for staff war-gaming.

The enemy is portrayed as uncooperative but not invincible.



Rehearsals



Step 3: Initiate Actions (cont.)

As the rehearsal proceeds, the S-2 portrays the enemy and other operational factors and walks through the most likely enemy course of action (per the situational template). The S-2 stresses reconnaissance routes, objectives, security force composition and locations, initial contact, initial fires (artillery, air, and attack helicopters), probable main force objectives or engagement areas, and likely commitment of reserve forces. The S-2 is specific, tying enemy actions to specific terrain or friendly unit actions. The walk through should accurately portray the event template.

The final discussion should be a discussion of the impact on the local population and any additional synchronization required with HNSF, local government, key leaders, NGOs, etc.

Step 4: Decision Point

When the enemy movement and operational context is complete, the commander assesses the situation to determine if a decision point has been reached. Decision points are taken directly from the decision support template.

- ***Not at a decision point.*** If the organization is not at a decision point and not at the end state, the rehearsal director continues the rehearsal by stating the next event on the execution matrix.
- ***At a decision point.*** When conditions that establish a decision point are reached, the commander decides whether to continue with the current course of action or by selecting a branch. If electing the current course of action, the commander states the next event from the execution matrix and directs movement of friendly units. If selecting a branch, the commander states why that branch, states the first event of that branch, and continues the rehearsal until the organization has rehearsed all events of that branch. As the unit reaches decisive points, the rehearsal director states the conditions required for success.

Step 5: Endstate Reached

Achieving the desired end state completes that phase of the rehearsal. In an attack, this will usually be when the unit is on the objective and has finished consolidation and casualty evacuation. In the defense, this will usually be after the decisive action (such as committing the reserve or striking force), the final destruction or withdrawal of the enemy, and casualty evacuation is complete. In a stability operation, this is usually when targeted progress within a designated line of effort is achieved.

Rehearsals

Step 6: Reset

At this point, the commander states the next branch to rehearse. The rehearsal director resets the situation to the decision point where that branch begins and states the criteria for a decision to execute that branch. Participants assume those criteria have been met and then refight the operation along that branch until they attain the desired end state.

This continues until all decision points and branches the commander wants to rehearse have been addressed.

AFTER THE REHEARSAL

After the rehearsal, the commander leads an after action review. The commander reviews lessons learned and makes the minimum required modifications to the existing plan. (Normally, a fragmentary order effects these changes.) Changes should be refinements to the operation order; they should not be radical or significant.

A rehearsal is the final opportunity for subordinates to identify and fix unresolved issues. An effective staff ensures that all participants understand any changes to the operation order and that the recorder captures all coordination done at the rehearsal. All changes to the published operation order are, in effect, verbal fragmentary orders. As soon as possible, the staff publishes these verbal fragmentary orders as a written fragmentary order that changes the operation order.



Terminology

ACTIONS BY FRIENDLY FORCE		EFFECTS ON ENEMY FORCE
Assault*	Follow and Assume	Block
Attack-by-Fire	Follow and Support	Canalize
Breach	Linkup*	Contain
Bypass	Occupy	Defeat
Clear	Reconstitution**	Destroy
Combat Search and Rescue	Reduce	Disrupt
Consolidation & Reorganization*	Retain	Fix
Control	Secure	Interdict
Counterreconnaissance	Seize	Isolate
Disengagement	Support-by-Fire	Neutralize
Exfiltrate	Suppress	Penetrate
		Turn

TYPES AND FORMS OF OPERATIONS	
MOVEMENT TO CONTACT*	RETROGRADE OPERATIONS*
Search and Attack*	Delay*
ATTACK*	Withdrawal*
Ambush*	Retirement
Demonstration*	RECONNAISSANCE OPERATIONS**
Feint*	SECURITY OPERATIONS*
Raid*	INFORMATION OPERATIONS**
Spoiling Attack*	COMBINED ARMS BREACH OPERATIONS**
EXPLOITATION*	PASSAGE OF LINES*
PURSUIT*	RELIEF IN PLACE*
FORMS OF OFFENSIVE MANEUVER*	RIVER CROSSING OPERATIONS**
Envelopment*	TROOP MOVEMENT*
Frontal Attack*	Administrative Movement*
Infiltration*	Approach March*
Penetration*	Road March*
Turning Movement*	
AREA DEFENSE*	<small>*Defined elsewhere in this manual</small>
MOBILE DEFENSE**	<small>**Defined in other manuals</small>

Four forms of reconnaissance

Zone reconnaissance is assigned when the enemy situation is vague or when information concerning cross-country trafficability is desired. It is appropriate when previous knowledge of the terrain is limited or when combat operations have altered the terrain. The reconnaissance may be threat-oriented, terrain-oriented, society-oriented, infrastructure-oriented, or a combination. Additionally, the squadron commander may focus the reconnaissance effort on a specific force such as the enemy's reserve. A terrain-focused zone reconnaissance must include the identification of obstacles, both existing and reinforcing, as well as areas of CBRN contamination.

The "area" for an **area reconnaissance** may be defined by a single continuous line enclosing the area to be reconnoitered, such as an objective. The area to be reconnoitered may also be defined by an NAI when focusing on a relatively small area such as a building, bridge, or key piece of terrain. Area reconnaissance enables the squadron to conduct decentralized reconnaissance in multiple areas simultaneously.

Route reconnaissance is conducted to determine whether the route is clear of obstacles and/or threat forces and how well or how poorly it will support the planned movement. The route is a prescribed course from a start point (SP) to a specific destination (release point [RP]). It could be a road or an axis of advance. At the squadron level, route reconnaissance is often a task performed during zone or area reconnaissance. If enemy contact is expected, a troop is normally assigned one major route. If enemy contact is unlikely, a troop is normally assigned two routes.

Zone, area, and route reconnaissance will normally be conducted with a multidimensional focus that includes such factors as society and infrastructure as well as the threat and terrain.

A **reconnaissance in force** is conducted when the enemy is known to be operating within an area and adequate intelligence cannot be obtained by other means. It is an aggressive reconnaissance, conducted as an offensive operation to answer clearly stated CCIR. It differs from other reconnaissance operations because it is normally conducted only to gain information about the enemy and not the terrain. The end state of a reconnaissance in force is to determine enemy weaknesses that can be exploited by the higher headquarters.

Terminology

ACTIONS BY FRIENDLY FORCE

Attack-by-fire is a tactical mission task in which a commander uses direct fires, supported by indirect fires, to engage an enemy without closing with him to destroy, suppress, fix, or deceive him.

Breach is a tactical mission task in which the unit employs all available means to break through or secure a passage through an enemy defense, obstacle, minefield, or fortification.

Bypass is a tactical mission task in which the commander directs his unit to maneuver around an obstacle, position, or enemy force to maintain the momentum of the operation while deliberately avoiding combat with an enemy force.

Clear tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area.

Control is a tactical mission task that requires the commander to maintain physical influence over a specified area to prevent its use by an enemy or to create conditions necessary for successful friendly operations.

Counterreconnaissance is a tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance and surveillance efforts. It is not a distinct mission, but a component of all forms of security operations.

Disengage is a tactical mission task where a commander has his unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement.

Exfiltrate is a tactical mission task where a commander removes soldiers or units from areas under enemy control by stealth, deception, surprise, or clandestine means.

Follow and assume is a tactical mission task in which a second committed force follows a force conducting an offensive operation and is prepared to continue the mission if the lead force is fixed, attrited, or unable to continue.

Follow and support is a tactical mission task in which a committed force follows and supports a lead force conducting an offensive operation.

Occupy is a tactical mission task that involves moving a friendly force into an area so that it can control that area. Both the force's movement to and occupation of the area occur without enemy opposition.

Reduce is a tactical mission task that involves the destruction of an encircled or bypassed enemy force.

Retain is a tactical mission task in which the commander ensures that a terrain feature controlled by a friendly force remains free of enemy occupation or use.

Secure is a tactical mission task that involves preventing a unit, facility, or geographical location from being damaged or destroyed as a result of enemy action. *{A force given the mission of securing a unit, facility, or geographical location not only prevents enemy forces from over-running or occupying the secured location, but also prevents enemy direct fires and observed indirect fires from impacting the secured location. This is the primary difference between control and secure. The control tactical mission task allows enemy direct and indirect fires to affect the location being controlled.}*

Seize is a tactical mission task that involves taking possession of a designated area by using overwhelming force.

Support-by-fire is a tactical mission task in which a maneuver force moves to a position where it can engage the enemy by direct fire in support of another maneuvering force.



No Designated Graphic

No Designated Graphic

No Designated Graphic

No Designated Graphic



No Designated Graphic



Terminology

EFFECTS ON ENEMY FORCES

Block is a tactical mission task that denies the enemy access to an area or prevents his advance in a direction or along an avenue of approach.

Canalize is a tactical mission task in which the commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver.

Contain is a tactical mission task that requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere.

Defeat is a tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight. The defeated force's commander is unwilling or unable to pursue his adopted course of action, thereby yielding to the friendly commander's will and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use.

Destroy is a tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt.

Disrupt is a tactical mission task in which a commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy's formation or tempo, interrupt his timetable, or cause his forces to commit prematurely or attack in a piecemeal fashion.

Disrupt is also an engineer obstacle effect that focuses fire planning and obstacle effort to cause the enemy to break up his formation and tempo, interrupt his timetable, commit breaching assets prematurely, and attack in a piecemeal effort.

Fix is a tactical mission task where a commander prevents the enemy from moving any part of his force from a specific location for a specific period.

Fix is also an engineer obstacle effect that focuses fire planning and obstacle effort to slow an attacker's movement within a specified area, normally an engagement area.

Interdict is a tactical mission task where the commander prevents, disrupts, or delays the enemy's use of an area or route.

Isolate is a tactical mission task that requires a unit to seal off—both physically and psychologically—an enemy from his sources of support, deny him freedom of movement, and prevent him from having contact with other enemy forces.

Neutralize is a tactical mission task that results in rendering enemy personnel or materiel incapable of interfering with a particular operation.

Suppress is a tactical mission task that results in the temporary degradation of the performance of a force or weapon system below the level needed to accomplish its mission.

Turn is a tactical mission task that involves forcing an enemy element from one avenue of approach or movement corridor to another.

Turn is also a tactical obstacle effect that integrates fire planning and obstacle effort to divert an enemy formation from one avenue of approach to an adjacent avenue of approach or into an engagement area.



No Designated Graphic



No Designated Graphic



Terminology

INFORMATION TASKS (FM 1-02)

Degrade In information operations, using nonlethal or temporary means to reduce the effectiveness or efficiency of adversary command and control systems and information collection efforts or means.

Deny In information operations, entails withholding information about Army force capabilities and intentions that adversaries need for effective and timely decision-making.

Disrupt In information operations, breaking and interrupting the flow of information between selected command and control nodes.

Exploit In information operations, to gain access to adversary command and control systems to collect information or to plant false or misleading information.

DEFEAT MECHANISMS

Destroy (a defeat mechanism) to apply lethal combat power on an enemy capability so that it can no longer perform any function and cannot be restored to a usable condition without being entirely rebuilt. (FM 3-0)

Disintegrate (a defeat mechanism) to disrupt the enemy's command and control system, degrading the ability to conduct operations while leading to a rapid collapse of the enemy's capabilities or will to fight. (FM 3-0)

Dislocate (a defeat mechanism) to employ forces to obtain significant positional advantage, rendering the enemy's dispositions less valuable, perhaps even irrelevant. (FM 3-0)

Isolate (a defeat mechanism) to deny an enemy or adversary access to capabilities that enable the exercise of coercion, influence, potential advantage, and freedom of action. (FM 3-0)

COMMON PURPOSE STATEMENTS

{Although precise with definitions for tactical tasks, current doctrine does not provide definitions for "common purposes" which would provide for a common understanding through consistent terminology. The following definitions are based on multiple references.}

Allow to permit; to forbear or neglect to restrain or prevent ; to make a possibility.

Cause something that brings about an effect or a result.

Create to bring into existence.

Deceive to cause to accept as true or valid what is false or invalid.

Deny to refuse to accept the existence, truth, or validity of; to refuse to grant access.

Divert to turn aside; to turn from one course or use to another.

Surprise to strike with wonder or amazement especially because unexpected; to take unawares.

Enable to provide with the means or opportunity; to make possible, practical, or easy.

Identify to establish the identity of; to become aware of; to ascertain the origin, nature, or definitive characteristics of

Influence to cause adversaries or others to behave in a manner favorable to Army forces. (FM 1-02)

Observe to watch carefully especially with attention to details or behavior for the purpose of arriving at a judgment; to be or become aware of, especially through careful and directed attention.

Open affording unobstructed entrance and exit; to make available for entry or passage by turning back (as a barrier) or removing (as a cover or an obstruction).

Preserve keep or maintain in unaltered condition; to keep safe from injury, harm, or destruction ; maintain for future use.

Prevent to keep from happening or existing; to make impossible.

Protect shield from danger, injury, loss, destruction, influence, or damage; to foster or shield from infringement or restriction.

Provide early warning the ability for detecting an action in time to take defensive or counter measures; advance notice of some impending event or development

Support to assist or help; to act with; give physical, psychological, or financial assistance, aid, or courage.

Terminology

INFORMATION EFFECTS*

{*The following are common information “effects” that are not adequately defined in doctrine unless otherwise annotated.}

Co-opt to choose or elect as a fellow member or colleague; to convince someone to join a group, following, or similar mind set.

Deceive to cause to accept as true or valid what is false or invalid.

Disorganize to destroy or interrupt the orderly structure or function of; remove the organization from.

Inform to impart information or knowledge.

Influence to cause adversaries or others to behave in a manner favorable to Army forces. (FM 1-02)

Influence to alter the opinions and attitudes of a civilian population through information engagement, presence, and conduct. (FM 3-0)

Isolate is a tactical mission task that requires a unit to seal off—both physically and psychologically—an enemy from his sources of support, deny him freedom of movement, and prevent him from having contact with other enemy forces. (FM 1-02)

Organize to persuade to associate to form into a coherent unity or functioning whole; to persuade to associate in an organization; to arrange by systematic planning and united effort.

Warn notify of danger, potential harm, or risk; to give notice to beforehand especially of danger.

Information fratricide The results of employing information operations elements in a way that causes effects in the information environment that impede the conduct of friendly operations or cause adverse effects on friendly forces.

MISCELLANEOUS:

Civil reconnaissance is a targeted, planned, and coordinated observation and evaluation of those specific civil aspects of the environment. Civil reconnaissance focuses specifically on the civil component, the elements of which are best represented by the mnemonic ASCOPE: areas, structures, capabilities, organizations, people, and events. Civil reconnaissance can be conducted by Civil Affairs or by other forces, as required. (FM 3-05.40)

Center of gravity is the source of power that provides moral or physical strength, freedom of action, or will to act. (JP 3-0)

Combat power is the total means of destructive, constructive, and information capabilities that a military unit/formation can apply at a given time. The elements of combat power are movement and maneuver, intelligence, fires, sustainment, protection, command and control, information, and leadership. (FM 3-0)

Graphic control measures are “graphic directives given by a commander to subordinate commanders to assign responsibilities, coordinate fire and maneuver, and control combat operations.” They are generally developed during course of action development and are used “to convey and enhance the understanding of the concept of operations, prevent fratricide, and clarify the task and purpose of the main effort. (FM 1-02, FM 5-0)

Intelligence preparation of the battlefield (IPB) is a “systematic process of analyzing and visualizing the portions of the mission variables of threat, terrain, weather, and civil considerations in a specific area of interest and for a specific mission. (FM 2-01.3)

Mission command is the conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander’s intent. *It is the preferred method of exercising command and control.* (FM 3-0)

Running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander’s intent and if planned future operations are supportable. The commander and each staff section maintain a running estimate. (FM 5-0)

Situational awareness is immediate knowledge of the conditions of the operation, constrained geographically and in time. (FM 3-0)

Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationships among the mission variables to facilitate decision making. (FM 3-0)

8 forms of contact include direct, indirect, nonhostile/civilian, obstacle, CBRN, aerial, visual, and Electronic. (FM 3-24.2)

Terminology

STABILITY OPERATIONS TASKS (FM 3-07)

Establish civil security.

- Enforce Cessation of Hostilities, Peace Agreements, and Other Arrangements*
- Determine Disposition and Constitution of National Armed and Intelligence Services*
- Conduct Disarmament, Demobilization, and Reintegration*
- Conduct Border Control, Boundary Security, and Freedom of Movement*
- Support Identification*
- Protect Key Personnel and Facilities*
- Clear Explosive and CBRN Hazards*

Establish civil control.

- Establish Public Order and Safety*
- Establish Interim Criminal Justice System*
- Support Law Enforcement and Police Reform*
- Support Judicial Reform*
- Support Property Dispute Resolution Processes*
- Support Justice System Reform*
- Support Corrections Reform*
- Support War Crimes Courts and Tribunals*
- Support Public Outreach and Community Rebuilding Programs*

Restore essential services.

- Provide Essential Civil Services*
- Tasks Related to Civilian Dislocation*
 - Assist dislocated civilians*
 - Support assistance to dislocated civilians*
 - Support security to dislocated civilians camps*
- Support Famine Prevention and Emergency Food Relief Programs*
- Support Nonfood Relief Programs*
- Support Humanitarian Demining*
- Support Human Rights Initiatives*
- Support Public Health Programs*
- Support Education Programs*

Support to Governance.

- Support Transitional Administrations*
- Support Development of Local Governance*
- Support Anticorruption Initiatives*
- Support Elections*

Support to Economic and Infrastructure Development

- Support Economic Generation and Enterprise Creation*
- Support Monetary Institutions and Programs*
- Support National Treasury Operations*
- Support Public Sector Investment Programs*
- Support Private Sector Development*
- Protect Natural Resources and Environment*
- Support Agricultural Development Programs*
- Restore Transportation Infrastructure*
- Restore Telecommunications Infrastructure*
- Support General Infrastructure Reconstruction Programs*

Information Engagement Tasks

Commander's Planning guidance

For the intelligence warfighting function, planning guidance may include:

- Guidance on intelligence, surveillance, and reconnaissance.
- Gaps in knowledge required to understand the situation.
- Enemy COAs to consider during COA development and COA analysis. At a minimum, these may be the enemy's most probable COA, most dangerous COA, or a combination of the two. These COAs may include the—
 - Enemy commander's mission.
 - Enemy commander's concept of operations.
 - Enemy's critical decision points and vulnerabilities.
- Priority intelligence requirements.
- High-value targets.
- Desired enemy perception of friendly forces.
- Intelligence focus for each phase of the operation.
- Specific terrain (including identification of key terrain) and weather factors.
- Identification of key aspects of the environment, including civil considerations.
- Guidance on counterintelligence.
- Request for intelligence support from nonorganic resources and special collection requests.

For movement and maneuver, planning guidance may include—

- Initial commander's intent.
- COA development guidance consisting of—
 - Number of friendly COAs to be considered.
 - COAs to consider or not to consider.
 - Critical events.
 - Elements of operational design.
 - Decisive, shaping, and sustaining operations.
 - Task organization.
 - Task and purpose of subordinate units.
 - Forms of maneuver.
 - Reserve guidance (composition, mission, priorities, and command and control measures).
 - Security and counterreconnaissance guidance.
 - Friendly decision points.
 - Possible branches and sequels
 - Intelligence, surveillance, and reconnaissance integration and priorities.
 - Military deception.
 - Risk—
 - To friendly forces.
 - Of collateral damage or civilian casualties.
 - Of any condition affecting mission accomplishment or achievement of desired end state.

For fires, planning guidance may include—

- Synchronization and focus of fires (lethal and nonlethal) with maneuver.
- Priority of fires.
- High-payoff targets to include—
 - Methods of engagement.
 - Desired effects.
- An observer plan.
- Requirements, restrictions, and priorities for special munitions.
- Task and purpose of fires.
- Counterfire.
- Target acquisition radar zones consisting of—
 - Critical friendly zones.
 - Call for fire zones.
 - Artillery target intelligence zones.
 - Sensor zones.
- Suppression of enemy air defenses.
- Fire support coordination measures.
- Attack guidance.
- A no-strike list, including cultural, religious, historical, and high-density civilian areas.
- Restricted target list.

Commander's Planning guidance

For protection, planning guidance may include—

- Protection priorities.
- Work priorities for survivability assets.
- Guidance on air and missile defense positioning.
- Specific terrain and weather factors.
- Intelligence focus and limitations for security efforts.
- Areas or events where risk is acceptable.
- Protected targets and areas.
- Vehicle and equipment safety or security constraints.
- Guidance on environmental considerations.
- Guidance on unexploded explosive ordnance.
- Operational security risk tolerance.
- Rules of engagement, standing rules for the use of force, and rules of interaction.
- Guidance on escalation of force and nonlethal weapons.

For sustainment, planning guidance may include—

- Priorities in terms of tactical sustainment functions (manning, fueling, fixing, arming, and moving the force, and sustaining Soldiers and their systems).
- Army health system support.
- Anticipated requirements and prestockage of class III, IV, and V supplies.
- Controlled supply rates.
- Guidance on construction and provision of facilities and installations.
- Guidance on the movement of detainees and the sustainment of internment and resettlement activities.

For command and control, planning guidance includes—

- Friendly forces information requirements.
- Rules of engagement.
- Position of the command post.
- Position of the commander.
- Liaison officer guidance.
- Timeline guidance, including timeline for planning and the operational timeline.
- Type of order and rehearsal.
- Specific communications guidance.
- Succession of command.
- Information engagement—
 - Responsibilities.
 - Target audiences.
 - Intended effects.
 - COAs in which information engagement is most likely to play a critical role.
 - Risks commanders are willing to take with respect to information engagement.
 - Decisions with which commanders wish to retain or delegate authority.
 - Guidance regarding specific capabilities (leader and Soldier engagement, public affairs, psychological operations, combat camera, strategic communication, and defense support to public diplomacy).
 - Legal considerations.
- Civil affairs operations that consist of—
 - Establishing a civil-military operations center.
 - Establishing liaison with host-nation, interagency, and governmental and nongovernmental organizations.
 - Providing resources for humanitarian assistance.
 - Prioritizing allocated funds dedicated to civil affairs operations.
 - Building a relationship between the command and civilian population.

Miscellaneous

8 Fundamentals of Counterinsurgency

1. Negotiations
2. Cultural understanding
3. Language capability
4. Counter-IED
5. EOF and ROE
6. Search, detain, and prosecute
7. Tactical questioning
8. Every Soldier a sensor and ambassador

Principles of Counterinsurgency

1. Legitimacy as the main objective
2. Unity of effort
3. Political primacy
4. Understanding the environment
5. Intelligence as the driver for operations
6. Isolating insurgents from their cause and support
7. Security under the rule of law
8. Long-term commitment

Imperatives of Counterinsurgency

1. Manage information and expectations
2. Use measured force
3. Learn and adapt
4. Empower at the lowest levels
4. Support the host nation

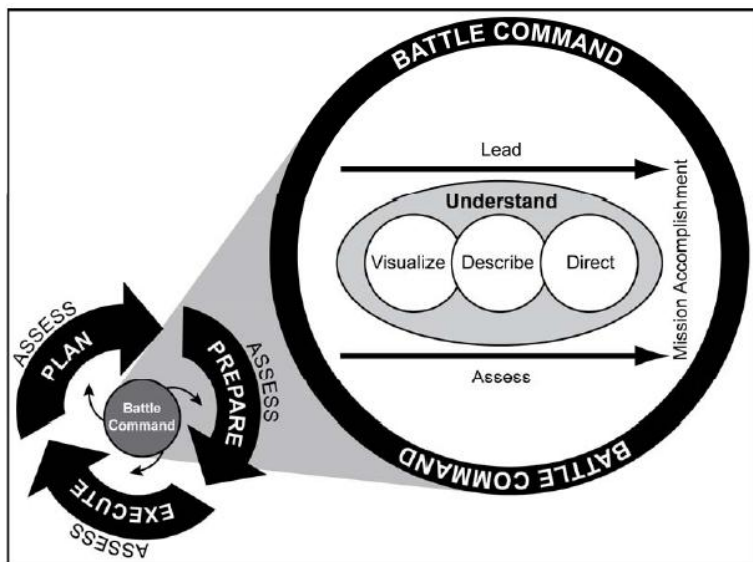
Paradoxes of Counterinsurgency

1. The more you protect your force, the less secure you are
2. The more force you use, the less effective you are
3. Sometimes doing nothing is the best reaction
4. The best weapons for counterinsurgency do not fire weapons
5. Them doing something poorly is sometimes better than us doing it well
6. If a tactic works this week, it will not work next week; if it works in this province, it will not work in the next
7. Tactical success guarantees nothing

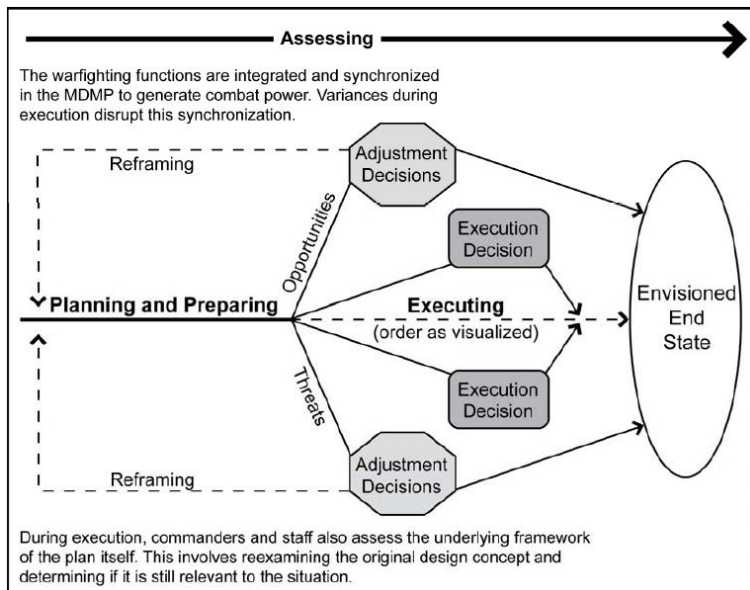
COMISAF Training Guidance for Counterinsurgency

1. Master the basics.
2. The people are the prize.
3. Driving.
4. Escalation of force.
5. Fire support.
6. Language training.
7. Detainee operations.
8. Counter-IED training.
9. Understand the operational environment (human terrain is key).
10. ANSF partnership.
11. Know the civilian component to our civil/military team.
12. Learn the integrated / military decision making structure.
13. Information management centers (fusion cells).
14. Know the enablers.
15. Train decentralized operations to the lowest level.
16. Money as a weapons system: commanders emergency response program (CERP) and ISAF post-operations emergency relief fund (POERF).
17. Develop learning organizations.

Miscellaneous



Battle command and the operations process



Decision in execution (FM 5-0)

Miscellaneous

BN/SQDN Training Opportunities for a FSX

- Validate / refine TACSOP, TOCSOP, and / or PLANSOP as applicable**
- Establish a tactical operations center**
 - Integrate ABCS across all WFF.
 - Develop and maintain common operational picture.
 - Manage information horizontally and vertically (force reporting).
 - Execute battle drills IAW SOP.
- Conduct the military decision making process (MDMP) IAW FM 5-0**
 - Develop, update, and use running estimates.
 - Conduct staff-integrated IPB integrating civil considerations.
 - Conduct MA brief, COA brief, and results of COA analysis brief.
 - Develop a complete OPORD and issue brief to subordinate units.
- Exercise mission command**
 - Develop and maintain situational awareness and understanding within the TOC.
 - Employ all ABCS.
 - Develop and use adequate command and control graphics via ABCS.
 - Synchronize and effectively employ all available assets / capabilities.
 - Conduct regular TOC update, staff update, and commanders update briefs.

Miscellaneous

BN/SQDN Keys to Success for a FSX

MDMP

- ❑ Develop and stick to a timeline.
- ❑ Use a checklist to conduct the MDMP to standard (FM 5-0, Battle Staff SMARTBook, SOP).
- ❑ Identify what is expected in a running estimate.
- ❑ Directed COA is generally best in this time-constrained environment.
- ❑ War gaming is critical (integrate key players when possible: OPS SGM, battle captains, HNSF, PRT, etcetera).
- ❑ Civil considerations should always be briefed as a component of IPB.
- ❑ Identify a staff officer to serve as the “voice of the people” to focus on civil considerations during all steps of the MDMP.
- ❑ Ensure civil considerations are integrated into MA, war gaming, rehearsals, and briefs.
- ❑ Integrate all assets and capabilities into planning considerations (host nation, NGO, PRT, interagency, etcetera).
- ❑ Integrate consequence management into all aspects of planning.
- ❑ Consider the “information aspect” of all activity.
- ❑ Develop graphic control measures in ABCS from the beginning.
- ❑ Plan for controlling the fight in urban terrain when applicable.
- ❑ Do not neglect actions on the objective → plan for and war game.

TOC Operations and Mission Command

- ❑ TOC ergonomics are critical to effective command and control.
- ❑ Employ an OPSCHED; synchronize and effectively employ all available assets and capabilities.
- ❑ Decision support matrix and associated PIR and NAIs are briefed to and understood by RTOs, battle captain / NCO, etcetera.
- ❑ Use graphic control measures to force subordinate units to push information (i.e., phase lines).
- ❑ Use this opportunity to exercise / rehearse TOC battle drills (recommend clearance of fires, DUSTWUN, MASCAL, blue-on-green, and downed aircraft; minimum of 2-3 per hour).

Information Management / Command and Control

- ❑ Use your SOP as the foundation and always build on it; have a copy in the TOC to annotate changes / updates.
- ❑ How do we transfer information between RTO, CPOF, and FBCB2 / BFT (generally won't get to FBCB2 / BFT in FSX, but needs to be considered).
- ❑ Conduct a regular (every 2-4 hours) TOC update for all players “fighting the fight” in the TOC.
- ❑ Identify specific reporting requirements for troops (recommend Green 2, PERSTAT, LOGSTAT, Commander's SITREP).



NOTES



This booklet was developed by

Battle Command Training Program, Operations Group Charlie

to assist Observer / Trainers as well as commanders and staffs during the military decision making process. As it is a compilation of numerous references, it should be reviewed and updated as doctrine and TTPs evolve.