

BSS5 SMARTBOOK



FIFTH EDITION

**Operations Process (Plan,
Prepare, Execute, Assess)**

**Military Decisionmaking
Process (MDMP & TLP)**

**Integrating Processes
& Continuing Activities
(IPB, Targeting, RM)**

**Plans & Orders
(WARNOs, OPORDs
and FRAGOs)**

**Mission Command,
Command Posts & Liaison**

**Rehearsals &
After Action Reviews**

**Operational Terms
and Military Symbols**

the BATTLE STAFF

Leading, Planning & Conducting Military Operations

The Lightning Press
Norman M Wade



(Sample Only) Find this and other SMARTbooks at: www.TheLightningPress.com

thelightingpress.com

BSS5 SMARTBOOK



Fifth Edition

the BATTLE STAFF

Leading, Planning & Conducting Military Operations

The Lightning Press
Norman M Wade



The Lightning Press



2227 Arrowhead Blvd.

Lakeland, FL 33813

24-hour Voicemail/Fax/Order: 1-800-997-8827

E-mail: SMARTbooks@TheLightningPress.com

www.TheLightningPress.com

Fifth Edition

(BSS5) The Battle Staff SMARTbook

Leading, Planning & Conducting Military Operations

This is the fifth revised edition of The Battle Staff SMARTbook, incorporating the full scope of new material from FM 6-0 (w/change 2), Commander and Staff Organization and Operations (May '15); ATP 2-01.3/MCRP 2-3A, Intelligence Preparation of the Battlefield/Battlespace (Nov '14); ADRP 1-02, Operational Terms and Military Symbols (Feb '15); FM 3-09, Field Artillery Operations and Fire Support (Apr '14); ATP 3-60, Targeting (May '15); and ATP 5-19 (w/change 1), Risk Management (Apr '14).

** This is the third printing of BSS5 (dated Apr 2017), incorporating minor text edits from Change 2 to FM 6-0 (Apr 2016) and ADRP 3-0 (Nov 2016). An asterisk marks changed content.*

Copyright © 2015 Norman M. Wade

ISBN: 978-1-935886-63-1

All Rights Reserved

No part of this book may be reproduced or utilized in any form or other means, electronic or mechanical, including photocopying, recording or by any information storage and retrieval systems, without permission in writing by the publisher. Inquiries should be addressed to The Lightning Press.

Notice of Liability

The information in this SMARTbook and quick reference guide is distributed on an "As Is" basis, without warranty. While every precaution has been taken to ensure the reliability and accuracy of all data and contents, neither the author nor The Lightning Press shall have any liability to any person or entity with respect to liability, loss, or damage caused directly or indirectly by the contents of this book. If there is a discrepancy, refer to the source document. This SMARTbook does not contain classified or sensitive information restricted from public release.

"The views presented in this publication are those of the author and do not necessarily represent the views of the Department of Defense or its components."

SMARTbook is a trademark of The Lightning Press.

Photo Credits. Cover photo: U.S. Army Soldiers attached to the 4th Battalion, 31st Infantry Regiment conduct an operation in Yusifiyah, Iraq, May 14, 2007, to locate three missing Soldiers. (U.S. Air Force photo by Staff Sgt. Dennis J. Henry Jr.) www.army.mil. Other photos courtesy of the Dept of Defense and Dept of Army.

Printed and bound in the United States of America.

View, download FREE samples and purchase online:

www.TheLightningPress.com



(BSS5) Notes to Reader

Leading, Planning & Conducting Military Operations

Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations. The Army's framework for exercising mission command is the operations process: planning, preparing, executing, and continuously assessing the operation.

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. **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.

Preparation is activities that units perform to improve their ability to execute an operation. **Execution** puts a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions. **Assessment** is continuously monitoring and evaluating the current situation and the progress of an operation.

The Battle Staff SMARTbook covers the operations process (ADRP 5-0); commander's activities (Understand, Visualize, Describe, Direct, Lead, Assess); the military decisionmaking process and troop leading procedures (FM 6-0: MDMP & TLP); integrating processes and continuing activities (IPB, targeting, risk management); plans and orders (WARNOs/FRAGOs/OPORDs); mission command, command posts, liaison (ADRP 6-0); rehearsals & after-action reviews; and operational terms and military symbols (ADRP 1-02).

This is the fifth revised edition of The Battle Staff SMARTbook, incorporating the full scope of new material from FM 6-0 (w/change 2), Commander and Staff Organization and Operations (May '15); ATP 2-01.3/MCRP 2-3A, Intelligence Preparation of the Battlefield/Battlespace (Nov '14); ADRP 1-02, Operational Terms and Military Symbols (Feb '15); FM 3-09, Field Artillery Operations and Fire Support (Apr '14); ATP 3-60, Targeting (May '15); and ATP 5-19 (w/change 1), Risk Management (Apr '14).



SMARTbooks - DIME is our DOMAIN!

SMARTbooks: Reference Essentials for the Instruments of National Power (D-I-M-E: Diplomatic, Informational, Military, Economic)! Recognized as a "whole of government" doctrinal reference standard by military, national security and government professionals around the world, SMARTbooks comprise a comprehensive professional library designed with all levels of Soldiers, Sailors, Airmen, Marines and Civilians in mind.

SMARTbooks can be used as quick reference guides during actual operations, as study guides at education and professional development courses, and as lesson plans and checklists in support of training. Visit www.TheLightningPress.com!



(BSS5) References

The following references were used to compile The Battle Staff SMARTbook. All references are considered public domain, available to the general public, and designated as "approved for public release; distribution is unlimited." The Battle Staff SMARTbook does not contain classified or sensitive material restricted from public release.

Army Doctrinal Publications (ADPs) and Army Doctrinal Reference Publications (ADRP)

ADRP 1-02	Feb 2015	Operational Terms and Military Symbols
ADP/ADRP 2-0	Aug 2012	Intelligence
ADP/ADRP 3-0*	Nov 2016	Operations
ADP/ADRP 3-09	Aug 2012	Fires
ADP/ADRP 3-90	Aug 2012	Offense and Defense
ADP/ADRP 5-0	May 2012	The Operations Process
ADP/ADRP 6-0	May 2012	Mission Command

Army Techniques Publications (ATPs) and Army Tactics, Techniques and Procedures (ATTPs)

ATP 2-01.3/ MCRP 2-3A	Nov 2014	Intelligence Preparation of the Battlefield/Battlespace (w/change 1, Mar 2015, unlimited distribution)
ATP 3-60	May 2015	Targeting
ATP 5-19	Apr 2014	Risk Management (w/change 1)

Field Manuals (FMs)

FM 3-09	Apr 2014	Field Artillery Operations and Fire Support
FM 3-90-1	Mar 2013	Offense and Defense (Volume I)
FM 3-90-2	Mar 2013	Reconnaissance, Security, And Tactical Enabling Tasks (Volume 2)
FM 6-0*	Apr 2016	Commander and Staff Organization and Operations (w/change 2*)
FM 6-01.1	Jul 2012	Knowledge Management Operations

Joint Publications (JPs)

JP 3-0	Aug 2011	Joint Operations
JP 5-0	Aug 2011	Joint Operation Planning

* This is the third printing of BSS5 (dated Apr 2017), incorporating minor text edits from Change 2 to FM 6-0 (Apr 2016) and ADRP 3-0 (Nov 2016). An asterisk marks changed content.



(BSS5) Table of Contents

Chap 1

The Operations Process

I. Fundamentals of the Operations Process	1-1
ADRP 5-0: Major Changes (from FM 5-0)	1-2
I. Activities of the Operations Process	1-4
II. The Nature of Operations	1-6
- Unified Land Operations (Army).....	*1-7
- Decisive Action.....	*1-8
A. Offensive Tasks	*1-8
B. Defensive Tasks	*1-8
C. Stability Tasks	*1-9
D. Defense Support of Civil Authority Tasks	1-9
III. Mission Command	1-6
IV. Principles of the Operations Process	1-10
A. Commanders Drive the Operations Process	1-10
B. Build and Maintain Situational Understanding	1-11
C. Apply Critical and Creative Thinking	1-11
D. Encourage Collaboration and Dialogue	1-12
V. Battle Rhythm	1-12
VI. Running Estimates	1-12
II. Commander's Activities: Understand, Visualize,	1-13
 Describe, Direct, Lead, Assess	
I. Understand	1-13
- Operational and Mission Variables (PMESII-PT & METT-TC)	1-16
- The Military Aspects of Terrain (OAKOC)	1-17
- Civil Considerations (ASCOPE).....	1-17
- Principles of War and Joint Operations.....	1-26
II. Visualize	1-14
III. Describe.....	1-14
A. Commander's Intent	1-18
B. Planning Guidance.....	1-18
C. Commander's Critical Information Requirements (CCIR).....	1-19
- Priority Intelligence Requirement (PIR)	1-19
- Friendly Force Intelligence Requirement (FFIR).....	1-19
D. Essential Elements of Friendly Information (EEFI).....	1-19
IV. Direct	1-15
- Operational Framework.....	1-20
- Area of Operations, Area of Influence, Area of Interest	1-20
- Deep-Close-Security, Decisive-Shaping-Sustaining	1-21
- Main and Supporting Efforts	1-21
- Elements of Combat Power	*1-22
- The Six Warfighting Functions	*1-23
- Integrating Processes and Continuing Activities	1-24
V. Lead.....	1-15
VI. Assess	1-15

A. Planning	1-27
Army Planning Methodologies	1-27
The Value of Planning	1-29
Problem Solving Steps	1-30
Joint Operation Planning	1-32
- Deliberate and Crisis Action Planning (CAP)	1-33
I. Army Design Methodology	1-34
- Operational Art and Planning	1-35
- Elements of Operational Design and Operational Art	1-35
- Activities of the Army Design Methodology	1-36
A. Frame an Operational Environment	1-37
B. Frame the Problem	1-38
C. Develop an Operational Approach	1-40
- Army Design Methodology and the Military Decisionmaking Process	1-46
II. The Military Decisionmaking Process (MDMP)	1-41
III. Troop Leading Procedures (TLP)	1-46
Key Components of a Plan	1-42
Guides to Effective Planning	1-44
B. Preparation	1-47
I. Preparation Activities	1-47
II. Guides to Effective Preparation	1-52
A. Secure and Protect the Force	1-52
B. Improve Situational Understanding	1-52
C. Understand, Refine, and Rehearse the Plan	1-52
D. Integrate Organize, and Configure the Force	1-52
E. Ensure Forces and Resources are Ready and Positioned	1-52
C. Execution	1-53
I. Responsibilities during Execution	1-53
A. Commanders, Deputies, and Command Sergeants Major	1-53
B. Staff	1-56
II. Fundamentals of Execution	1-54
A. Seize the Initiative through Action	1-54
B. Accept Prudent Risk to Exploit Opportunities	1-55
III. Decisionmaking during Execution	1-56
- Activities of Execution	1-58
A. Assessment and Decisionmaking	1-57
B. Variances	1-60
C. Types of Decisions	1-60
- Decision Support Tools	1-61
- Change Indicators	1-62
IV. Rapid Decisionmaking and Synchronization Process (RDSP)	1-64
A. Compare the Current Situation to the Order	1-64
B. Determine the Type of Decision Required	1-65
C. Develop a Course of Action	1-65
D. Refine and Validate the Course of Action	1-66
E. Implement	1-66
D. Assessment	1-67
I. The Assessment Process	1-67
A. Monitoring	1-68
B. Evaluating	1-68
C. Recommending or Directing Action	1-68
II. Assessment Working Groups	1-69
III. Evaluation Criteria (MOEs, MOPs, and Indicators)	1-70
IV. Formal Assessment Plans	1-72
V. Guides to Effective Assessment	1-74

Chap 2

Military Decision Making (MDMP &TLP)

The Military Decisionmaking Process (MDMP)	2-1
I. MDMP Overview	2-1
II. Running Estimates	2-4
III. The Role of Commanders and Staff	2-6
MDMP Step I. Receipt of Mission	2-7
1. Alert the Staff and Other Key Participants	2-7
2. Gather the Tools	2-8
3. Update Running Estimates	2-8
4. Conduct Initial Assessment	2-8
- Initial Allocation of Available Time	2-9
5. Issue the Commander's Initial Guidance	2-10
6. Issue the Initial Warning Order	2-10
MDMP Step II. Mission Analysis	2-11
1. Analyze the Higher Headquarters Plan or Order	2-12
- Staff Mission Analysis Guidelines by Warfighting Function	2-14
2. Perform Initial Intelligence Preparation of the Battlefield (IPB)	2-12
- IPB during MDMP Overview	2-13
3. Determine Specified, Implied, and Essential Tasks	2-18
4. Review Available Assets and Identify Resource Shortfalls	2-18
5. Determine Constraints	2-19
6. Identify Critical Facts and Develop Assumptions	2-19
7. Begin Risk Management (RM)	2-19
- Risk Management (RM)	2-20
8. Develop Initial CCIR and EEFI	2-21
9. Develop the Initial Information Collection Plan	2-22
10. Update Plan for the Use of Available Time	2-22
11. Develop Initial Themes and Messages	2-23
12. Develop a Proposed Problem Statement	2-23
13. Develop a Proposed Mission Statement	2-24
14. Present the Mission Analysis Briefing	2-24
15. Develop and Issue Initial Commander's Intent	2-26
16. Develop and Issue Initial Planning Guidance	2-26
- Commander's Planning Guidance by Warfighting Function	2-27
17. Develop Course of Action Evaluation Criteria	2-28
18. Issue a Warning Order	2-28
MDMP Step III. COA Development	2-29
COA Screening Criteria	2-31
1. Assess Relative Combat Power	2-30
2. Generate Options	2-30
3. Array Forces	2-32
4. Develop a Broad Concept	2-33
5. Assign Headquarters	2-35
6. Prepare COA Statements and Sketches	2-36
7. Conduct a Course of Action Briefing	*2-36
8. Select or Modify COAs for Continued Analysis	2-36

MDMP Step IV. COA Analysis and War-Gaming.....	2-37
General War-Gaming Rules	2-38
War-Gaming Responsibilities	2-40
1. Gather the Tools	2-39
2. List all Friendly Forces	2-39
3. List Assumptions.....	2-39
4. List Known Critical Events and Decision Points	2-39
5. Select the War-Game Method	2-42
A. The Belt Method.....	2-42
B. Avenue-in-Depth Method	2-42
C. The Box Method	2-42
6. Select a Technique to Record and Display Results	2-44
A. Synchronization Method	2-44
B. Sketch Note Technique	2-45
7. War-Game the Operation and Assess the Results	2-46
- Effective War Game Results	2-47
8. Conduct a War-Game Briefing (Optional).....	2-48
MDMP Step V. COA Comparison	2-49
1. Conduct Advantages and Disadvantages Analysis.....	2-49
2. Compare Courses of Action.....	*2-50
- Sample Decision Matrix	*2-51
3. Conduct a COA Decision Briefing.....	2-52
MDMP Step VI. COA Approval	2-53
1. Commander's Decision	2-53
2. Issue Final Commander's Planning Guidance	2-53
3. Issue Final Warning Order.....	2-54
MDMP Step VII. Orders Production, Dissemination & Transition	2-55
1. Prepare the Plan or Order	2-55
2. Approving the Plan or Order	2-56
* Plans-to-Ops Transition.....	2-56
Planning in a Time-Constrained Environment.....	2-57
The Commander's Role.....	2-57
The Staff's Role	2-57
Time-Saving Techniques.....	2-58
Troop Leading Procedures (TLP).....	2-59
1. Receive the Mission.....	2-60
2. Issue a Warning Order.....	2-60
3. Make a Tentative Plan	2-60
4. Initiate Movement	2-61
5. Conduct Reconnaissance.....	2-61
6. Complete the Plan	2-61
7. Issue the Order	2-61
8. Supervise and Refine	2-61
Troop Leading Procedures and the MDMP	2-62

Integrating Processes

Integrating Processes & Continuing Activities	3-1
I. Integrating Processes	3-1
II. Continuing Activities.....	3-2
I. Intelligence Preparation of the Battlefield (IPB)	3-3
IPB Process Activities (Overview).....	3-6
Types of Intelligence Products.....	3-8
A. Intelligence Estimate.....	3-8
B. Intelligence Summary (INTSUM)	3-9
C. Intelligence Running Estimate	3-9
D. Common Operational Picture (COP)	3-9
Step 1—Define the Operational Environment.....	3-10
A. Identify the Limits of the Commander's Area of Operations	3-11
B. Identify the Limits of the Commander's Area of Interest	3-11
C. Identify Significant Characteristics within the Area of Operations and Area of Interest for Further Analysis.....	3-13
D. Evaluate Current Operations and Intelligence Holdings to Determine Additional Information Needed to Complete IPB	3-16
E. Initiate Processes Necessary to Acquire the Information Needed to Complete IPB.....	3-16
Step 2—Describe Environmental Effects on Operations/ <i>Describe the Effects on Operations</i>	3-17
A. Describe How The Threat/Adversary Can Affect Friendly Operations.....	3-18
B. Describe How Terrain Can Affect Friendly and Threat/ Adversary Operations.....	3-19
C. Describe How Weather Can Affect Friendly and Threat/ Adversary Operations.....	3-22
D. Describe How Civil Considerations Can Affect Friendly and Threat/ Adversary Operations.....	3-23
Step 3—Evaluate the Threat/Adversary	3-26
A. Identify Threat Characteristics/Adversary Order of Battle.....	3-28
B. Create or Refine Threat/Adversary Models	3-28
Step 4—Determine Threat/Adversary Courses of Action	3-36
A. Develop Threat/Adversary Courses Of Action	3-37
B. Develop the Event Template and Matrix	3-44
II. Fires and Targeting (D3A).....	3-47
Targeting Interrelationships.....	3-49
D3A Methodology and the MDMP	3-51
I. Decide.....	3-48
A. High-Payoff Target List (HPTL)	3-48
B. Intelligence Collection Plan.....	3-50
C. Target Selection Standards (TSS)	3-50
D. Attack Guidance Matrix (AGM)	3-52
II. Detect	3-54
III. Deliver.....	3-55
IV. Assess (Combat Assessment).....	3-57
III. Risk Management (RM).....	*3-59
Risk Management Process.....	3-62

Chap 4

Plans & Orders

I. Plans and Orders.....	4-1
I. Guidance for Plans	4-2
II. Mission Orders.....	4-3
III. Types of Plans and Orders	4-4
IV. Characteristics of Plans and Orders	4-6
II. Task Organization.....	4-7
I. Fundamental Considerations.....	4-7
II. Army Command and Support Relationships	4-9
III. Unit Listing Sequence	4-12
IV. Outline Format (Sample)	4-14
III. Administrative Instructions & Examples.....	4-15
I. Administrative Instructions.....	4-15
A. Acronyms and Abbreviations.....	4-15
B. Place and Direction Designations	4-15
C. Naming Conventions	4-16
D. Classification Markings.....	4-16
E. Expressing Unnamed Dates and Times.....	4-17
F. Attachments (Annexes, Appendixes, Tabs, and Exhibits).....	4-18
G. Expressing Time	4-20
H. Identifying Pages	4-20
I. Numbering Pages.....	4-20
IV. Example Plan and Order Formats.....	4-20
Warning Order (WARNORD) Format.....	4-21
Annotated OPLAN/OPORD Format	4-22
Attachment Format (General).....	4-28
Overlay Order Format (Example).....	4-30
Fragmentary Order (FRAGORD) Format	4-32

Chap 5

Mission Command

I. Mission Command Overview.....	5-1
I. Mission Command	5-1
II. The Exercise of Mission Command	5-2
III. Principles of Mission Command	5-4
IV. Information.....	5-6
II. Mission Command Warfighting Function	5-7
I. Mission Command Warfighting Function Tasks.....	5-8
A. Commander Tasks	5-10
B. Staff Tasks	5-12
C. Additional Tasks	5-16
II. Mission Command System	5-9

III. Command Post (CP) Organization/Operations.....	5-17
I. Command Post Organization.....	5-17
A. Command Posts	5-17
B. Command Group	5-18
C. Early Entry Command Post (EECP)	5-19
II. Command Post Operations	5-19
A. Standing Operating Procedures.....	5-19
B. Battle Rhythm	5-26
C. Meetings	5-27
- Working Groups and Boards	5-27
III. Command Post (CP) Organization Considerations	5-20
IV. Command Post Cells and Staff Sections.....	5-24
IV. Liaison.....	5-29
I. Liaison Fundamentals.....	5-29
A. The Liaison Officer.....	5-29
B. Liaison Elements.....	5-30
II. Liaison Duties	5-31
III. Liaison Responsibilities	5-32
IV. Liaison Considerations	5-34
V. Military Deception	5-35
I. Military Deception Process and Capability	5-35
II. Principles of Military Deception.....	5-35
III. Military Deception in Support of Operations	5-36
IV. Military Deception Planning Steps	5-39
V. Military Deception in the Operations Process	5-40

Chap 6

Rehearsals & After Action Reviews (AARs)

I. Rehearsals	6-1
I. Rehearsal Techniques	6-2
A. Full-dress Rehearsal.....	6-2
B. Key Leader Rehearsal	6-2
C. Terrain-model Rehearsal	6-2
D. Sketch-map Rehearsal	6-3
E. Map Rehearsal.....	6-3
F. Network Rehearsal	6-3
II. Rehearsal Responsibilities	6-4
III. Rehearsal Types	6-6
A. Backbrief.....	6-6
B. Combined Arms Rehearsal	6-6
C. Support Rehearsal.....	6-6
D. Battle Drill or SOP Rehearsal	6-6
IV. Conducting the Rehearsal	6-7
II. The After Action Review (AAR)	6-13
Types of After Action Reviews	6-14
The After Action Review (AAR).....	6-15
Step 1: Planning the After Action Review	6-16
Step 2: Preparing the After Action Review	6-18
Step 3: Conducting the After Action Review.....	6-20
Step 4: Follow-Up: Using the Results of the After Action Review.....	6-22

Operational Terms, Acronyms & Graphics

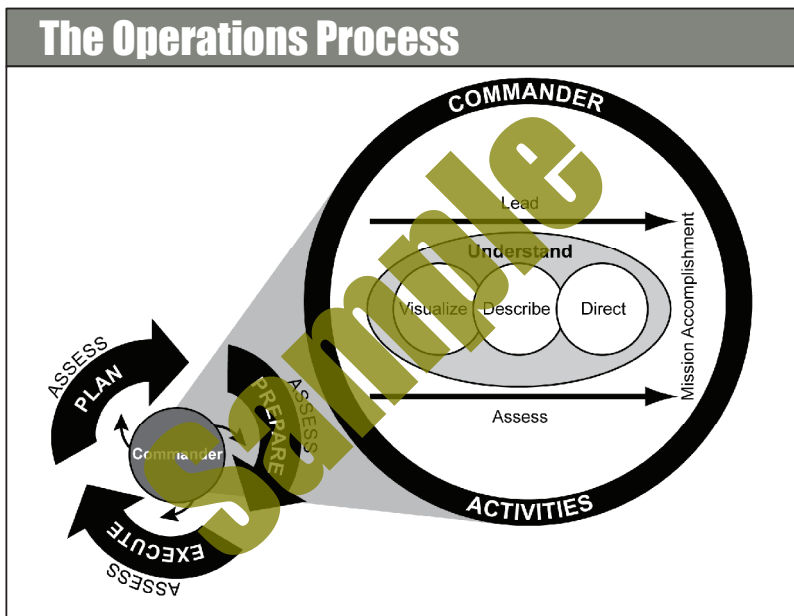
I. Operational Terms & Acronyms	7-1
Glossary (ADRP 5-0/6-0)	7-2
Acronyms and Abbreviations	7-3
II. Military Symbolgy Basics	7-9
A. Framed Symbols	7-10
- Amplifiers for Framed Symbols	7-12
B. Unframed Symbols	7-14
C. Echelon Amplifiers (Field 6)	7-15
III. Units, Individuals, and Organizations	7-17
Main Icons for Units	7-17
- Full-Frame Icons for Units	7-18
- Sector 1 Modifiers for Units	7-18
- Sector 2 Modifiers for Units	7-18
- Echelon Amplifiers (Field 6)	7-18
- Task Force Amplifiers (Field 8)	7-19
- Reinforced, Detached or Both (Field 1)	7-19
- Command Posts and Command Group Amplifiers (Field 14)	7-19
- Combat Effectiveness Amplifiers (Field 12)	7-19
- Offset Indicators (Field 11)	7-19
- HQs Staff Offset Locator Indicator Amplifier (Field 10)	7-19
Main Icons for Individuals (Civilians) and Organizations	7-20
- Sector 1 Modifiers	7-20
- Sector 2 Modifiers	7-20
IV. Equipment, Installations, Activities	7-21
Main Icons for Installations	7-21
- Sector 1 Modifiers for Installations	7-21
- Sector 2 Modifiers for Installations	7-21
Main Icons for Equipment	7-22
- Sector 1 Modifiers for Equipment	7-23
- Mobility Indicator Amplifier (Field 13)	7-23
Activities	7-24
- Sector 1 Modifiers for Activities	7-24
V. Control Measure Symbols	7-25
Point, Line, Boundary, and Area Symbols	7-26
Mission Command (Command and Control)	7-28
Movement and Maneuver	7-28
Fires	7-29
Protection	7-29
Sustainment	7-29
Airspace Control Measures	7-29
Abbreviations and Acronyms for use with Control Measure Symbols	7-30
VI. Tactical Mission Tasks	7-31
A. Mission Symbols	7-31
B. Effects on Enemy Forces	7-32
C. Actions by Friendly Forces	7-33
D. Tactical Mission Tasks (Chart)	7-34

Chap 1

I. Fundamentals of the Operations Process

Ref: ADP 5-0, The Operations Process (Mar '12) and ADRP 5-0, The Operations Process (Mar '12), chap. 1.

The Army's framework for exercising mission command is the operations process—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation (ADP 5-0). Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.



Ref: ADRP 5-0, The Operations Process, fig. 1-1, p. 1-2.

The activities of the operations process are not discrete; they overlap and recur as circumstances demand. Planning starts an iteration of the operations process. Upon completion of the initial order, planning continues as leaders revise the plan based on changing circumstances. Preparing begins during planning and continues through execution. Execution puts a plan into action by applying combat power to seize, retain, and exploit the initiative to gain a position of relative advantage. Assessing is continuous and influences the other three activities.

Both the commander and staff have important roles within the operations process. The commander's role is to drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations as depicted earlier. The staff's role is to assist commanders with understanding situations, making and implementing decisions, controlling operations, and assessing progress. In addition, the staff assists subordinate units (commanders and staffs), and keeps units and organizations outside the headquarters informed throughout the conduct of operations.

I. Activities of the Operations Process

Ref: ADP 5-0, *The Operations Process* (Mar '12), pp. 2 to 6 (and fig. 1, p. iv).

The Army's framework for exercising mission command is the operations process—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.

The Operations Process

The Army's framework for exercising mission command is the **operations process**—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation.

Plan

The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about.

Prepare

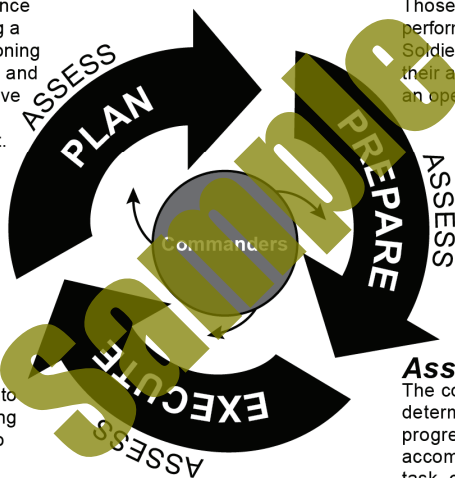
Those activities performed by units and Soldiers to improve their ability to execute an operation.

Execute

Putting a plan into action by applying combat power to accomplish the mission.

Assess

The continuous determination of the progress toward accomplishing a task, creating an effect, or achieving an objective.



Central idea...

Commanders, supported by their staffs, use the **operations process** to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.

Principles

guided by...

- Commanders drive the operations process
- Apply critical and creative thinking
- Build and maintain situational understanding
- Encourage collaboration and dialogue

The activities of the operations process are not discrete; they overlap and recur as circumstances demand. Planning starts an iteration of the operations process. Upon completion of the initial order, planning continues as leaders revise the plan based on changing circumstances. Preparing begins during planning and continues through execution. Execution puts a plan into action by applying combat power to seize, retain, and exploit the initiative to gain a position of relative advantage. Assessing is continuous and influences the other three activities.

Commanders Drive the Operations Process

Commanders are the most important participants in the operations process. While staffs perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. *See pp. 1-15 to 1-28 for further discussion.*

Understand

To understand something is to grasp its nature and significance. Understanding includes establishing context—the set of circumstances that surround a particular event or situation. Throughout the operations process, commanders develop and improve their understanding of their operational environment and the problem. An 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).

Visualize

As commanders begin to understand their operational environment and the problem, they start visualizing a desired end state and potential solutions to solve the problem. Collectively, this is known as commander's visualization—the mental process of developing situational understanding, determining a desired end state, and envisioning an operational approach by which the force will achieve that end state. Commander's visualization begins in planning and continues throughout the operations process until the force accomplishes the mission.

Describe

After commanders visualize an operation, they describe it to their staffs and subordinates to facilitate shared understanding and purpose. During planning, commanders ensure subordinates understand their visualization well enough to begin course of action development. During execution, commanders describe modifications to their visualization resulting in fragmentary orders that adjust the original order. Commanders describe their visualization in doctrinal terms, refining and clarifying it as circumstances

require. Commanders express their visualization in terms of commander's intent; planning guidance, including an operational approach; commander's critical information requirements (CCIRs); and essential elements of friendly information (EEFI).

Direct

Commanders direct all aspects of operations by establishing their commander's intent, setting achievable objectives, and issuing clear tasks to subordinate units.

Lead

Through leadership, commanders provide purpose, direction, and motivation to subordinate commanders, their staff, and Soldiers. In many instances, a commander's physical presence is necessary to lead effectively. Where the commander locates within the area of operations is an important leadership consideration. Commanders balance their time between leading the staff through the operations process and providing purpose, direction, and motivation to subordinate commanders and Soldiers away from the command post.

Assess

Commanders continuously assess the situation to better understand current conditions and determine how the operation is progressing. Continuous assessment helps commanders anticipate and adapt the force to changing circumstances. Commanders incorporate the assessments of the staff, subordinate commanders, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to adapt the force to changing circumstances.

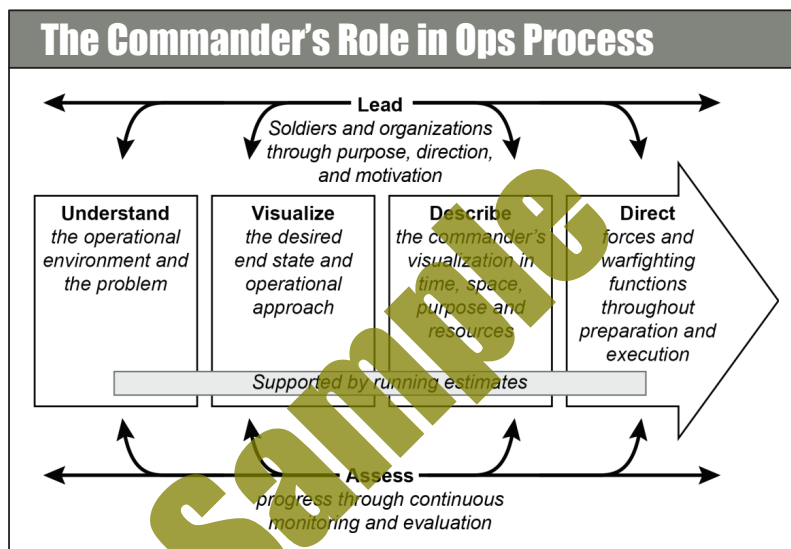
See pp. 1-67 to 1-74 for further discussion

II. Understand, Visualize Describe, Direct, Lead, Assess

Ref: ADRP 5-0, *The Operations Process* (Mar '12), chap. 1.

Commander's Activities

Commanders are the most important participants in the operations process. While staffs perform essential functions that amply the effectiveness of operations, **commanders drive the operations process** through understanding, visualizing, describing, directing, leading, and assessing operations.



Ref: ADRP 5-0, *The Operations Process*, fig. 1-2, p. 1-3.

I. Understand

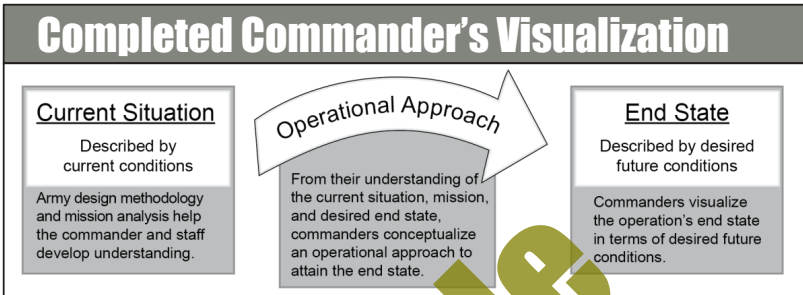
Understanding is fundamental to the commander's ability to establish a situation's context. It is essential to effective decision making during planning and execution. Analysis of the operational and mission variable provides the information used to develop understanding and frame the problem. In addition, conceptual and detailed planning assist commanders in developing their initial understanding of the operational environment and the problem. To develop a better understanding of an operational environment, commanders circulate within the area of operations as often as possible, collaborating with subordinate commanders and with Soldiers. Using personal observations and inputs from others (to include running estimates from the staff), commanders improve their understanding of their operational environment throughout the operations process.

Information collection (to include reconnaissance and surveillance) is indispensable to building and improving the commander's understanding. Formulating CCIRs, keeping them current, determining where to place key personnel, and arranging for liaison also contribute to improving the commander's understanding. Greater understanding enables commanders to make better decisions throughout the conduct of operations.

See pp. 1-16 to 1-17 (operational and mission variables) and p. 1-26 (principles of war and joint operations).

II. Visualize

As commanders begin to understand their operational environment and the problem, they start visualizing a desired end state and potential solutions to solve the problem. Collectively, this is known as commander's visualization—the mental process of developing situational understanding, determining a desired end state, and envisioning an operational approach by which the force will achieve that end state (ADP 5-0). Assignment of a mission provides the focus for developing the commander's visualization that, in turn, provides the basis for developing plans and orders. During preparation and execution, the commander's visualization helps commanders determine if, when, and what to decide, as they adapt to changing conditions.



Ref: ADRP 5-0, *The Operations Process*, fig. 1-3, p. 1-4.

In building their visualization, commanders first seek to understand those conditions that represent the current situation. Next, commanders envision a set of desired future conditions that represents the operation's end state. Commanders complete their visualization by conceptualizing an operational approach—a description of the broad actions the force must take to transform current conditions into those desired at end state (JP 5-0).

Commanders apply the Army design methodology and use the elements of operational art when developing and describing their commander's visualization. They also actively collaborate with higher, subordinate and adjacent commanders, the staff, and unified action partners to assist them in building their visualization. Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector that Army forces plan, coordinate, synchronize, and integrate with during the conduct of operations (ADRP 3-0). Because of the dynamic nature of military operations, commanders must continuously validate their visualization throughout the operations process.

See p. 1-35 for discussion of the elements of operational design and art.

III. Describe

After commanders visualize an operation, they describe it to their staffs and subordinates to facilitate shared understanding and purpose. During planning, commanders ensure subordinates understand their visualization well enough to begin course of action development. During execution, commanders describe modifications to their visualization in updated planning guidance and directives resulting in fragmentary orders that adjust the original order. Commanders describe their visualization in doctrinal terms, refining and clarifying it, as circumstances require. Commanders express their visualization in terms of:

- Commander's intent
- Planning guidance, including an operational approach
- Commander's critical information requirements
- Essential elements of friendly information

See pp. 1-18 to 1-19 for further discussion of the above elements.

Mission Variables (METT-TC)

Mission variables describe characteristics of the area of operations, focusing on how they might affect a mission. Incorporating the analysis of the operational variables into METT-TC ensures Army leaders consider the best available relevant information about conditions that pertain to the mission. Using the operational variables as a source of relevant information for the mission variables allows commanders to refine their situational understanding of their operational environment and to visualize, describe, direct, lead and assess operations.

Variable	Description
Mission M	Commanders and staffs view all of the mission variables in terms of their impact on mission accomplishment. The mission is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. It is always the first variable commanders consider during decisionmaking. A mission statement contains the "who, what, when, where, and why" of the operation.
Enemy E	The second variable to consider is the enemy—dispositions (including organization, strength, location, and tactical mobility), doctrine, equipment, capabilities, vulnerabilities, and probable courses of action.
Terrain and weather T	Terrain and weather analysis are inseparable and directly influence each other's impact on military operations. Terrain includes natural features (such as rivers and mountains) and manmade features (such as cities, airfields, and bridges). Commanders analyze terrain using the five military aspects of terrain expressed in the memory aid OAKOC : observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, cover and concealment. The military aspects of weather include visibility, wind, precipitation, cloud cover, temperature, humidity.
Troops and support available T	This variable includes the number, type, capabilities, and condition of available friendly troops and support. These include supplies, services and support available from joint, host nation and unified action partners. They also include support from Civilians and contractors employed by military organizations, such as the Defense Logistics Agency and the Army Materiel Command.
Time available T	Commanders assess the time available for planning, preparing, and executing tasks and operations. This includes the time required to assemble, deploy, and maneuver units in relationship to the enemy and conditions.
Civil considerations C	Civil considerations are the influence of manmade infrastructure, civilian institutions, and cultures and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations. Civil considerations comprise six characteristics, expressed in the memory aid ASCOPE : areas, structures, capabilities, organizations, people, and events.

Ref: ADRP 5-0, *The Operations Process*, table 1-3, p. 1-9.

METT-TC is a memory aid that identifies the mission variables: Mission, Enemy, Terrain and weather, Troops and support available, Time available, and Civil considerations.

OAKOC - The Military Aspects of Terrain

For tactical operations, terrain is analyzed using the five military aspects of terrain, expressed in the memory aid, OAKOC: Observation and fields of fire, Avenues of approach, Key and decisive terrain, Obstacles, Cover and concealment.

See pp. 3-14 to 3-15 for further discussion of the military aspects of terrain (OAKOC).

ASCOPE - Civil Considerations

Commanders and staffs analyze civil considerations in terms of the categories expressed in the memory aid ASCOPE: Areas, Structures, Capabilities, Organizations, People, Events.

See pp. 3-14 to 3-15 for further discussion of civil considerations (ASCOPE).

Refer to FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), for further discussion of operational and mission variables.

Problem Solving Steps

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), chap. 4.

Problem solving is a daily activity for leaders. Problem solving is a systematic way to arrive at the best solution to a problem. It applies at all echelons and includes the steps needed to develop well-reasoned, supportable solutions.

Note: These problem solving steps are not addressed in ADRP 5-0 (May '12).

1. Identify the Problem

The first step in problem solving is recognizing and defining the problem. A problem exists when there is a difference between the current state or condition and a desired state or condition. When identifying the problem, leaders actively seek to identify its root cause, not merely the symptoms on the surface. Using a systematic approach to identifying problems helps avoid the "solving symptoms" pitfall. After identifying the root causes, leaders develop a problem statement. A problem statement is written as an infinitive phrase: such as, "To determine the best location for constructing a multipurpose vehicle wash rack facility during this fiscal year." When the problem under consideration is based upon a directive from a higher authority, it is best to submit the problem statement to the decision maker for approval.

Once they have developed the problem statement, leaders make a plan to solve the problem using the reverse-planning technique. Leaders make the best possible use of available time and allocate time for each problem-solving step.

2. Gather Information

After completing the problem statement, leaders continue to gather information relevant to the problem. Gathering information begins with problem definition and continues throughout the problem solving process. Leaders never stop acquiring and assessing the impact of new or additional information.

Leaders gather information from primary sources whenever possible.

Two types of information are required to solve problems: facts and assumptions.

Fully understanding these types of information is critical to understanding problem solving. In addition, leaders need to know how to handle opinions and how to manage information when working in a group.

- **Facts.** Facts are verifiable pieces of information or information presented that has objective reality.
- **Assumptions.** An assumption is information accepted as true in the absence of facts.

When gathering information, leaders evaluate opinions carefully. Opinions cannot be totally discounted. They are often the result of years of experience.

Organizing information includes coordination with units and agencies that may be affected by the problem or its solution.

3. Develop Criteria

The next step in the problem solving process is developing criteria. A criterion is a standard, rule, or test by which something can be judged—a measure of value. Problem solvers develop criteria to assist them in formulating and evaluating possible solutions to a problem. Criteria are based on facts or assumptions. Problem solvers develop two types of criteria: screening and evaluation criteria.

- **Screening Criteria.** Screening criteria defines the limits of an acceptable solution. As such, they are tools to establish the baseline products for analysis.
- **Evaluation Criteria.** After developing screening criteria, the problem solver develops the evaluation criteria in order to differentiate among possible solutions. Well-defined evaluation criteria have five elements: short title, definition, unit of measure, benchmark, and a formula.

Pair wise comparison is an analytical tool that brings objectivity to the process of assigning criteria weights. In performing a pair wise comparison, the decision maker or expert methodically assesses each evaluation criterion against each of the others and judges its relative importance.

4. Generate Possible Solutions

After gathering information relevant to the problem and developing criteria, leaders formulate possible solutions. They carefully consider the guidance provided by the commander or their superiors, and develop several alternatives to solve the problem. Several alternatives should be considered, however too many possible solutions may result in wasted time. Experience and time available determine how many solutions to consider. Leaders should consider at least two solutions. Doing this enables the problem solver to use both analysis and comparison as problem solving tools. Developing only one solution to “save time” may produce a faster solution, but risks creating more problems from factors not considered. Generating solutions has two steps:

- Generate Options. The basic technique for developing new ideas in a group setting is brainstorming.
- Summarize the Solution in Writing and Sketches

5. Analyze Possible Solutions

Having identified possible solutions, leaders analyze each one to determine its merits and drawbacks. If criteria are well defined, to include careful selection of benchmarks, analysis is greatly simplified.

Leaders use screening criteria and benchmarks to analyze possible solutions. They apply screening criteria to judge whether a solution meets minimum requirements. For quantitative criteria, they measure, compute, or estimate the raw data values for each solution and each criterion. In analyzing solutions, which involve predicting future events, it is useful to have a process for visualizing those events. Wargaming, models, and simulations are examples of tools that can help problem solvers visualize events and estimate raw data values for use in analysis. Once raw data values have been determined, the leader judges them against applicable screening criteria to determine if a possible solution merits further consideration. A solution that fails to meet or exceed the set threshold of one or more screening criteria is screened out.

6. Compare Possible Solutions

During this step, leaders compare each solution against the others to determine the optimum solution. Solution comparison identifies which solution best solves the problem based on the evaluation criteria. Leaders use any comparison technique that helps reach the best recommendation. Quantitative techniques (such as decision matrices, select weights, and sensitivity analyses) may be used to support comparisons. However, they are tools to support the analysis and comparison. They are not the analysis and comparison themselves.

The most common technique is a decision matrix (see p. 2-49).

7. Make and Implement the Decision

After completing their analysis and comparison, leaders identify the preferred solution. For simple problems, leaders may proceed straight to executing the solution. For more complex problems, a leader plan of action or formal plan may be necessary (see FM 22-100). If a superior assigned the problem, leaders prepare the necessary products (verbal, written, or both) needed to present the recommendation to the decision maker. Before presenting findings and a recommendation, leaders coordinate their recommendation with those affected by the problem or the solutions. In formal situations, leaders present their findings and recommendations as staff studies, decision papers, or decision briefings.

Once leaders have given instructions, leaders monitor their implementation and compare results to the criteria of success and the desired end state established in the approved solution. A feedback system that provides timely and accurate information, periodic review, and the flexibility to adjust must also be built into the implementation plan.

Problem solving does not end with identifying the best solution or obtaining approval of a recommendation. It ends when the problem is solved.

Frame an Operational Environment (Example)

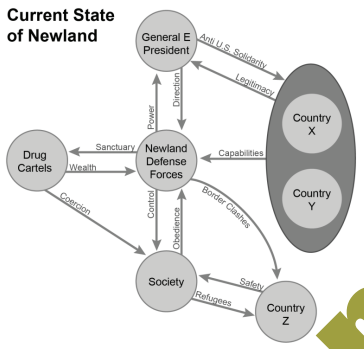
Ref: ADRP 5-0, *The Operations Process* (Mar '12), pp. 2-6 to 2-9.

A diagram illustrating relevant actor relationships enables understanding and visualizing the operational environment. Often relationships among actors have many facets, and these relationships differ depending on the scale of interaction and temporal aspects (history, duration, type, and frequency). Clarifying the relationships among actors requires intense effort since these relationships must be examined from multiple perspectives. Commanders can also depict relationships by identifying and categorizing their unique characteristics.

Current State of an Operational Environment

Sample Diagram Current State Operations

Current State of Newland



Ref: ADRP 5-0, *The Operations Process*, fig. 2-3, p. 2-8

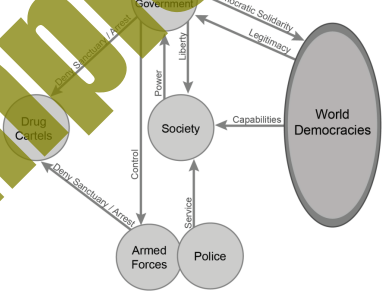
The Newland defense force controls the population and provides General E his power. The president, in turn, provides direction and power to the Newland defense force to control the society. The people are expected to comply with the direction provided by the president and the Newland defense forces. Those who do not comply are oppressed. In exchange for sanctuary, the drug cartels provide funding to the regime. They also harass and terrorize the section of the society that opposes the regime. Countries X and Y provide material capabilities to the Newland defense force and international legitimacy to the regime. In turn, the regime maintains an anti-U.S. policy stance. Over the last six months, over 100,000 persons have fled Newland to Country Z. It is temporarily providing Newland refugees humanitarian assistance and protection. Several border clashes have erupted between Newland defense forces and Country Z

in the last three weeks. The antidemocratic dictatorship of Newland that oppresses its people encourages instability in the region, and supports criminal and terrorist activities is unacceptable to U.S. interests.

Desired End State of an Operational Environment

Sample Diagram Desired Current State

Desired State of Newland



Ref: ADRP 5-0, *The Operations Process*, fig. 2-4, p. 2-9.

The country of Newland is a friendly democracy that no longer oppresses its people, threatens its neighbors, or provides sanctuary for criminal and terrorist organizations. The society has replaced the Newland defense force as the source of power for the democratic government. The Newland defense force is replaced with an army and navy that serves the society and protects the country from external aggression. Local and national police forces serve the population by providing law and order for society. World democracies support the new government by providing legitimacy and capabilities to the government of Newland and the society. In turn, the new government of Newland supports the rule of law among nations and human rights.

Chap 1

**(The Operations Process)
B. Preparation***Ref: ADRP 5-0, The Operations Process (Mar '12), chap. 3.***I. Preparation Activities**

Preparation consists of those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). Preparation creates conditions that improve friendly forces' opportunities for success. It requires commander, staff, unit, and Soldier actions to ensure the force is trained, equipped, and ready to execute operations. Preparation activities help commanders, staffs, and Soldiers understand a situation and their roles in upcoming operations.

Preparation Activities

Continue to coordinate and conduct liaison	Conduct rehearsals
Initiate information collection	Conduct plans-to-operations transitions
Initiate security operations	Refine the plan
Initiate troop movement	Integrate new Soldiers and units
Initiate sustainment preparations	Complete task organization
Initiate network preparations	Train
Manage terrain	Perform pre-operations checks and inspections
Prepare terrain	Continue to build partnerships and teams
Conduct confirmation briefs	

Ref: ADRP 5-0, The Operations Process, table 3-1, p. 3-1.

Mission success depends as much on preparation as on planning. Higher headquarters may develop the best of plans; however, plans serve little purpose if subordinates do not receive them in time. Subordinates need enough time to understand plans well enough to execute them. Subordinates develop their own plans and preparations for an operation. After they fully comprehend the plan, subordinate leaders rehearse key portions of it and ensure Soldiers and equipment are positioned and ready to execute the operation.

See following pages (pp. 1-48 to 1-51) for further discussion of activities Commanders, units, and Soldiers conduct to ensure the force is protected and prepared for execution.



Refer to The Small Unit Tactics SMARTbook for further discussion of preparation (and pre-combat inspections) from a small unit perspective. Chapters include tactical mission fundamentals, offensive operations, defensive operations, stability and counterinsurgency operations, tactical enabling operations, special purpose attacks, urban operations and fortifications, and patrols and patrolling.

Preparation Activities

Ref: ADRP 5-0, *The Operations Process* (Mar '12), pp. 3-1 to 3-5.

Commanders, units, and Soldiers conduct the following activities to ensure the force is protected and prepared for execution.

Continue To Coordinate and Conduct Liaison

Coordinating and conducting liaison helps ensure that leaders internal and external to the headquarters understand their unit's role in upcoming operations, and that they are prepared to perform that role. In addition to military forces, many civilian organizations may operate in the operational area. Their presence can both affect and be affected by the commander's operations. Continuous coordination and liaison between the command and unified action partners helps to build unity of effort.

During preparation, commanders continue to coordinate with higher, lower, adjacent, supporting, and supported units and civilian organizations.

Establishing and maintaining liaison is vital to external coordination. Liaison enables direct communications between the sending and receiving headquarters. It may begin with planning and continue through preparing and executing, or it may start as late as execution. Available resources and the need for direct contact between sending and receiving headquarters determine when to establish liaison. Establishing liaisons with civilian organizations is especially important in stability operations because of the variety of external organizations and the inherent coordination challenges.

See pp. 5-29 to 5-34 for further discussion.

Initiate Information Collection

During preparation, commanders take every opportunity to improve their situational understanding prior to execution. This requires aggressive and continuous information collection. Commanders often direct information collection (to include reconnaissance operations) early in planning that continues in preparation and execution. Through information collection, commanders and staffs continuously plan, task, and employ collection assets and forces to collect timely and accurate information to help satisfy CCIRs and other information requirements (see FM 3-55).

Initiate Security Operations

The force as a whole is often most vulnerable to surprise and enemy attack during preparation, when forces are often concentrated in assembly areas. Leaders are away from their units and concentrated together during rehearsals. Parts of the force could be moving to task-organize. Required supplies may be unavailable or being repositioned. Security operations—screen, guard, cover, area security, and local security—are essential during preparation. Units assigned security missions execute these missions while the rest of the force prepares for the overall operation.

Refer to *The Small Unit Tactics SMARTbook* for further discussion.

Initiate Troop Movements

The repositioning of forces prior to execution is a significant activity of preparation. Commanders position or reposition units to the right starting places before execution. Commanders integrate operations security measures with troop movements to ensure these movements do not reveal any intentions to the enemy. Troop movements include assembly area reconnaissance by advance parties and route reconnaissance. They also include movements required by changes to the task organization. Commanders can use warning orders to direct troop movements before they issue the operation order.

Refer to *The Sustainment & Multifunctional Logistician's SMARTbook* for further discussion.

Change Indicators

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), table 14-2.

Types	Indicators
General	<ul style="list-style-type: none"> • Answer to a commander's critical information requirement. • Identification of an information requirement. • Change in mission. • Change in organization of unit. • Change in leadership of unit. • Signing or implementation of peace treaty or other key political arrangement. • Change in capabilities of subordinate unit. • Change in role of host-nation military force. • Climate changes or natural disasters impacting on the population, agriculture, industry. • Upcoming local election. • Changes in key civilian leadership.
Intelligence	<ul style="list-style-type: none"> • Identification of enemy main effort. • Identification of enemy reserves or counterattack. • Indications of unexpected enemy action or preparation. • Increase in enemy solicitation of civilians for intelligence operations. • Identification of an information requirement. • Insertion of manned surveillance teams. • Disruption of primary and secondary education system. • Unexplained disappearance of key members of intelligence community. • Enemy electronic attack use. • Indicators of illicit economic activity. • Identification of threats from within the population. • Increased unemployment within the population. • Interference with freedom of religious worship. • Identification of high-value targets. • Unmanned aircraft system launch. • Answer to a priority intelligence requirement. • Enemy rotary-wing or unmanned aircraft system use.
Movement and Maneuver	<ul style="list-style-type: none"> • Success or failure in breaching or gap crossing operations. • Capture of significant numbers of enemy prisoners of war, enemy command posts, supply points, or artillery units. • Establishment of road blocks along major traffic routes. • Unexplained displacement of neighborhoods within a given sector. • Success or failure of a subordinate unit task. • Modification of an air space control measure. • Numbers of dislocated civilians sufficient to affect friendly operations. • Damages to civilian infrastructure affecting friendly mobility. • Loss of one or more critical transportation systems.
Fires	<ul style="list-style-type: none"> • Receipt of an air tasking order. • Battle damage assessment results. • Unplanned repositioning of firing units. • Identification of high-payoff targets. • Identification of an information requirement. • Execution of planned fires. • Modification of a fire support coordination measure. • Effective enemy counterfire. • Negative effects of fires on civilians. • Destruction of any place of worship by friendly fire.
Protection	<ul style="list-style-type: none"> • Chemical, biological, radiological, nuclear report or other indicators of enemy chemical, biological, radiological, nuclear use. • Report or other indicators of enemy improvised explosive device use. • Indicators of coordinated enemy actions against civilians or friendly forces. • Increased criminal activity in a given sector. • Increase in organized protests or riots. • Identification of threats to communications or computer systems. • Reports of enemy targeting critical host-nation infrastructure. • Identification of threat to base or sustainment facilities. • Escalation of force incidents. • Loss of border security.
Sustainment	<ul style="list-style-type: none"> • Significant loss of capability in any class of supply. • Opening or closing of civilian businesses within a given area. • Identification of significant incidences of disease and nonbattle injury casualties. • Closing of major financial institutions. • Mass casualties. • Receipt of significant resupply. • Disruption of one or more essential civil services (such as water or electricity). • Contact on a supply route. • Answer to a friendly force information requirement. • Mass detainees. • Degradations to essential civilian infrastructure by threat actions. • Civilian mass casualty event beyond capability of host-nation resources. • Identification of significant shortage in any class of supply. • Outbreak of epidemic or famine within the civilian population. • Medical evacuation launch. • Dislocated civilian event beyond capability of host-nation resources. • Disruption of key logistics lines of communication. • Changes in availability of host-nation support.
Mission Command	<ul style="list-style-type: none"> • Impending changes in key military leadership. • Interference with freedom of the press or news media. • Receipt of a fragmentary order or warning order from higher headquarters. • Effective adversary information efforts on civilians. • Loss of civilian communications nodes. • Loss of contact with a command post or commander. • Jamming or interference.

III. Evaluation Criteria (MOEs, MOPs, Indicators)

Ref: ADRP 5-0, *The Operations Process* (Mar '12), pp. 5-2 to 5-3.

The staff analyzes relevant information collected through monitoring to evaluate the operation's progress. Evaluating is using criteria to judge progress toward desired conditions and determining why the current degree of progress exists.

Criteria in the forms of measures of effectiveness (MOE's) and measures of performance (MOP's) aid in determining progress toward performing tasks, achieving objectives, and attaining end state conditions. MOE's help determine if a task is achieving its intended results. MOP's help determine if a task is completed properly. MOE's and MOP's are simply criteria—they do not represent the assessment itself. MOE's and MOP's require relevant information in the form of indicators for evaluation.

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 why in the mission statement.	Measures what 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.

Ref: ADRP 5-0, *The Operations Process*, table 5-1, p. 5-3.

A. Measures of Effectiveness (MOEs)

A measure of effectiveness is a criterion used to assess changes 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. MOE's help measure changes in conditions, both positive and negative. MOE's help to answer the question "Are we doing the right things?" MOE's are commonly found and tracked in formal assessment plans. Examples of MOE's for "Provide a safe and secure environment" may include:

- Decrease in insurgent activity
- Increase in population trust of host-nation security forces

B. Measures of Performance (MOPs)

A measure of performance is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0). MOP's 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. MOP's are commonly found and tracked at all levels in execution matrixes. MOP's are also heavily used to evaluate training. MOP's help to answer the question "Are we doing things right?"

At the most basic level, every Soldier assigned a task maintains a formal or informal checklist to track task completion. The items on that checklist are MOP's. Similarly, operations consist of a series of collective tasks sequenced in time, space, and purpose to accomplish missions. The current operations cells use MOP's in execution matrixes and running estimates to track completed tasks. The uses of MOP's are a primary element of battle tracking. MOP's focus on the friendly force. Evaluating task accomplishment using MOP's is relatively straightforward and often results in a yes or no answer.

Examples of MOPs include:

- Route X cleared
- Generators delivered, are operational, and secured at villages A, B, and C
- Hill 785 secured
- Aerial dissemination of 10,000 leaflets over village D

C. Indicators

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. Indicators take the form of reports from subordinates, surveys and polls, and information requirements. Indicators help to answer the question “What is the current status of this MOE or MOP?” A single indicator can inform multiple MOP’s and MOE’s. Examples of indicators for the MOE “Decrease in insurgent activity” are:

- Number of hostile actions per area each week
- Number of munitions caches found per area each week

Evaluation includes analysis of why progress is or is not being made according to the plan. Commanders and staffs propose and consider possible causes. In particular, the question of whether changes in the situation can be attributed to friendly actions is addressed. Subject matter experts, both internal and external to the staff, are consulted on whether the correct underlying causes for specific changes in the situation have been identified. Assumptions identified in the planning process are challenged to determine if they are still valid. A key aspect of evaluation is determining variances—the difference between the actual situation and what the plan forecasted the situation would be at the time or event. Based on the significance of the variances, the staff makes recommendations to the commander on how to adjust operations to accomplish the mission more effectively. Evaluating includes considering whether the desired conditions have changed, are no longer achievable, or are not achievable through the current operational approach.

Quantitative and Qualitative Indicators *(not in ADRP 5-0)*

Effective assessment incorporates both quantitative (observation based) and qualitative (opinion based) indicators. Human judgment is integral to assessment. A key aspect of any assessment is the degree to which it relies upon human judgment and the degree to which it relies upon direct observation and mathematical rigor.

- **Quantitative.** In the context of assessment, a quantitative indicator is an observation-based (objective) item of information that provides insight into a measure of effectiveness or measure of performance. Little human judgment is involved in collecting a quantitative indicator. Someone observes an event and counts it. For example, they tally the monthly gallons of diesel provided to host-nation security forces by a unit or the monthly number of tips provided to a particular tips hotline. Quantitative indicators prove less biased than qualitative indicators. In general, numbers based on observations are impartial.
- **Qualitative.** In the context of assessment, a qualitative indicator is an opinion-based (subjective) item of information that provides insight into a measure of effectiveness or measure of performance. A high degree of human judgment is involved when collecting qualitative indicators. Qualitative indicators are themselves opinions, not just observed opinions of others such as polls. For example, the division commander estimates the effectiveness of the host-nation forces on a scale of 1 to 5. Sources of qualitative indicators include subject matter experts’ opinions and judgments as well as subordinate commanders’ summaries of the situation. Qualitative indicators can account for real-world complexities that cannot be feasibly measured using quantitative indicators.

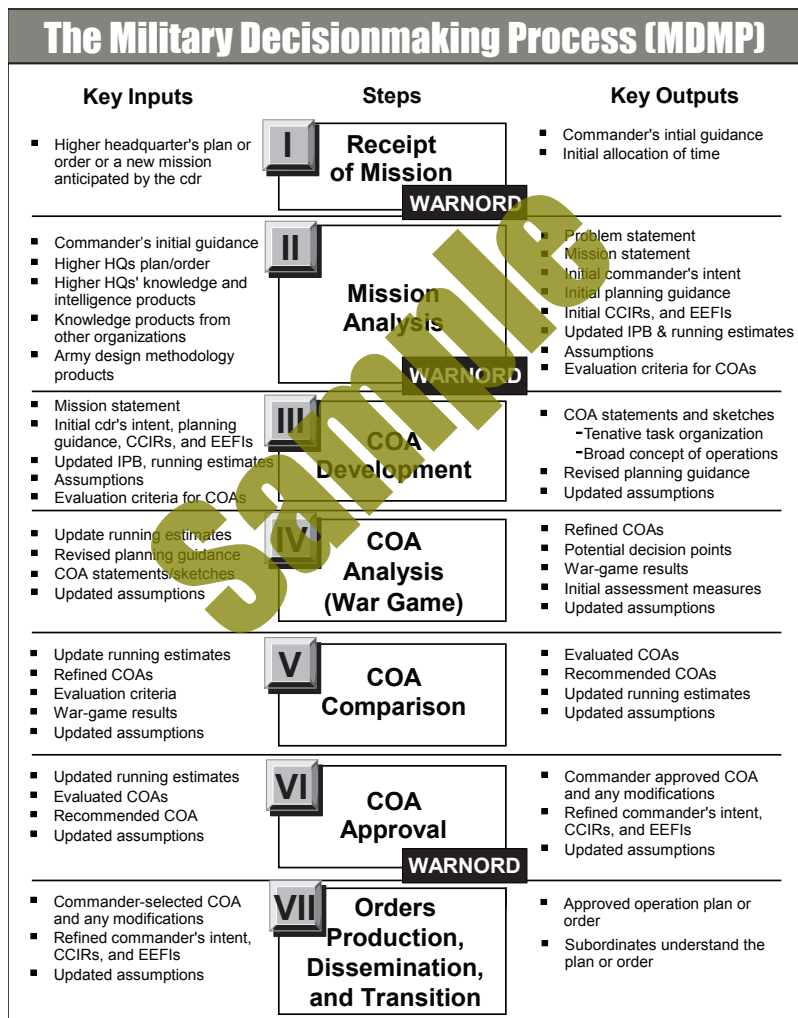
See following pages (pp. 1-72 to 1-73) for further discussion of developing formal assessment plans from FM 6-0.

Chap 2

The Military Decision-making Process (MDMP)

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), chap. 9.

The military decisionmaking process is an iterative planning methodology to understand the situation and mission develop a course of action, and produce an operation plan or order (ADP 5-0).



Ref: FM 6-0 (C1), Commander and Staff Organization and Operations, fig. 9-1, p. 4-3.

Generic Base Running Estimate Format

1. SITUATION AND CONSIDERATIONS.

a. Area of Interest. Identify and describe the area of interest that impact or affect functional area considerations.

b. Characteristics of the Area of Operations.

(1) Terrain. State how terrain affects staff functional area's capabilities.

(2) Weather. State how weather affects staff functional area's capabilities.

(3) Enemy Forces. Describe enemy disposition, composition, strength, capabilities, systems, and possible courses of action (COAs) with respect to their effect on functional area.

(4) Friendly Forces. List current functional area resources in terms of equipment, personnel, and systems. Identify additional resources available for functional area located at higher, adjacent, or other units. Compare requirements to current capabilities and suggest solutions for satisfying discrepancies.

(5) Civilian Considerations. Describe additional personnel, groups, or associations that cannot be categorized as friendly or enemy. Discuss possible impact these entities may have on functional area.

c. Assumptions. List all assumptions that affect the functional area.

2. MISSION. Show the restated mission resulting from mission analysis.

3. COURSES OF ACTION.

a. List friendly COAs that were war-gamed.

b. List enemy actions or COAs that were templated that impact functional area.

c. List the evaluation criteria identified during COA analysis. All staff use the same criteria.

4. ANALYSIS. Analyze each COA using the evaluation criteria from COA analysis. Review enemy actions that impact functional area as they relate to COAs. Identify issues, risks, and deficiencies these enemy actions may create with respect to functional area.

5. COMPARISON. Compare COAs. Rank order COAs for each key consideration. Use a decision matrix to aid the comparison process.

6. RECOMMENDATION AND CONCLUSIONS.

a. Recommend the most supportable COAs from the perspective of the functional area.

b. Prioritize and list issues, deficiencies, and risks and make recommendations on how to mitigate them.

Each staff element continuously analyzes new information during operations to create knowledge and to understand if operations are progressing according to plan. During planning, staffs develop measures of effectiveness and measures of performance to support assessment, including analysis of anticipated decisions during preparation and execution. The assessment of current operations also supports validation or rejection of additional information that will help update the estimates and support further planning. At a minimum, a staff element's running estimate assesses the following::

- Friendly force capabilities with respect to ongoing and planned operations.
- Enemy capabilities as they affect the staff element's area of expertise for current operations and plans for future operations.
- Civil considerations as they affect the staff element's area of expertise for current operations and plans for future operations.

MDMP Step I. Receipt of Mission

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 9-4 to 9-6.

Commanders initiate the MDMP upon receipt or in anticipation of a mission. This step alerts all participants of the pending planning requirements, enabling them to determine the amount of time available for planning and preparation and decide on a planning approach, including guidance on design and how to abbreviate the MDMP, if required. When commanders identify a new mission, commanders and staffs perform the actions and produce the expected key outputs.

I. Receipt of Mission

Key Inputs	Key Outputs
<ul style="list-style-type: none">Higher headquarters plan or order or a new mission anticipated by the commander	<ul style="list-style-type: none">Commander's initial guidanceInitial allocation of time <div>WARNORD</div>

- 1 Alert the Staff and Other Key Participants
- 2 Gather the Tools
- 3 Update Running Estimates
- 4 Conduct Initial Assessment
- 5 Issue the Commander's Initial Guidance
- 6 Issue the Initial Warning Order

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations*, fig. 9-2, p. 9-4.

1. Alert the Staff and Other Key Participants

As soon as a unit receives a new mission (or when the commander directs), the current operations integration cell alerts the staff of the pending planning requirement. Unit standard operating procedures (SOPs) should identify members of the planning staff who participate in mission analysis. In addition, the current operations integration cell also notifies other military, civilian, and host-nation organizations of pending planning events as required.

2. Gather the Tools

Once notified of the new planning requirement, the staff prepares for mission analysis by gathering the needed tools. These tools include, but are not limited to:

- Appropriate publications, including ADRP 1-02
- All documents related to the mission and area of operations, 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 Army design methodology products

The gathering of knowledge products continues throughout the MDMP. Staff officers carefully review the reference sections (located before paragraph 1. Situation) of the higher headquarters' OPLANs and OPORDs to identify documents (such as theater policies and memoranda) related to the upcoming operation. If the MDMP occurs while in the process of replacing another unit, the staff begins collecting relevant documents—such as the current OPORD, branch plans, current assessments, operations and intelligence summaries, and SOPs—from that unit.

3. Update Running Estimates

While gathering the necessary tools for planning, each staff section begins updating its running estimate—especially the status of friendly units and resources and key civil considerations that affect each functional area. Running estimates compile critical facts and assumptions not only from the perspective of each staff section, but also include information from other staff sections and other military and civilian organizations. While this task is listed at the beginning of the MDMP, developing and updating running estimates is continuous throughout the MDMP and the operations process.

See pp. 2-4 to 2-5 for further discussion of running estimates.

4. 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 for both headquarters and subordinate units
- Guidance on conducting the Army design methodology 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

This assessment primarily identifies an initial allocation of available time. The commander and staff balance the desire for detailed planning against the need for immediate action. The commander provides guidance to subordinate units as early as possible to allow subordinates the maximum time for their own planning and preparation of operations. As a rule, commanders allocate a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation. This leaves one-third of the time for commanders and their staff to do their planning. They use the other two-thirds for their own preparation. Time, more than any other factor, determines the detail to which the commander and staff can plan.

Initial Allocation of Available Time

Ref: Adapted from FM 5-0, *The Operations Process* (Mar '10), pp. B-5 (not found in FM 6-0).

A key product of this assessment is an initial allocation of available time. The commander and staff balance the desire for detailed planning against the need for immediate action. The commander provides guidance to subordinate units as early as possible to allow subordinates the maximum time for their own planning and preparation of operations. As a rule, the commander allocates a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation. This leaves one-third of the time for commanders and their staff to do their planning. They use the other two-thirds for their own preparation. Time, more than any other factor, determines the detail in which the commander and staff can plan.

Based on the commander's initial allocation of time, the COS or 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. It includes times and locations for meetings and briefings. It serves as a benchmark for the commander and staff throughout the MDMP.

A generic time line could be based on the one-third/two-thirds rule:

- | | |
|------------------------------------|-----|
| • Mission analysis | 30% |
| • COA development | 20% |
| • COA analysis/comparison/decision | 30% |
| • Orders production | 20% |

One-Third, Two-Thirds Rule

Effective execution requires issuing timely plans and orders to subordinates. Timely plans are those issued soon enough to allow subordinates enough time to plan, issue their orders, and prepare for operations. At a minimum, commanders follow the "one-third-two-thirds rule" to allocate time available. They use one-third of the time available before execution for their planning and allocate the remaining two-thirds to their subordinates for planning and preparation.

Parallel and Collaborative Planning

Commanders ensure that plans are sent to subordinates in enough time to allow them to adequately plan and prepare their own operations. To accomplish this, echelons plan in parallel as much as possible. Additionally, new information systems (INFOSYS) enable echelons to plan collaboratively without being co-located.

Parallel planning is two or more echelons planning for the same operation nearly simultaneously. Since several echelons develop their plans simultaneously, parallel planning can significantly shorten planning time. The higher headquarters continuously shares information concerning future operations with subordinate units through warning orders and other means. Frequent communication between commanders and staff and sharing of information, such as intelligence preparation of the battlefield products, helps subordinate headquarters plan. Parallel planning requires significant interaction among echelons.

Collaborative planning is when commanders, subordinate commanders, staffs and other partners share information, knowledge, perceptions, ideas, and concepts regardless of physical location throughout the planning process. Collaboration occurs during all operations process activities, not just planning. During planning, commanders, subordinate commanders, and others in the area of operations share assessments, statuses, and ideas.

See pp. 2-57 to 2-58 for discussion of planning in a time-constrained environment.

MDMP Step II. Mission Analysis

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 9-6 to 9-16.

The MDMP continues with an assessment of the situation called mission analysis. Commanders (supported by their staffs and informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the operational environment. The commander and staff conduct mission analysis to better understand the situation and problem, and identify *what* the command must accomplish, *when* and *where* it must be done, and most importantly *why*—the purpose of the operation.

II. Mission Analysis

Key Inputs	Key Outputs
<ul style="list-style-type: none"> Commander's initial guidance Higher headquarters plan or order Higher headquarters knowledge and intelligence products Knowledge products from other organizations Updated running estimates Army design methodology products 	<ul style="list-style-type: none"> Problem statement Mission statement Initial commander's intent Initial planning guidance Initial CCIRs, and EEFls Updated IPB products and running estimates Assumptions Evaluation criteria for COAs

WARNORD

- | | |
|---|--|
| 1 Analyze the Higher HQ Plan or Order | 10 Update Plan for Use of Available Time |
| 2 Perform Initial IPB | 11 Develop Initial Themes and Messages |
| 3 Determine Specified, Implied and Essential Tasks | 12 Develop a Proposed Problem Statement |
| 4 Review Available Assets and Identify Resource Shortfalls | 13 Develop a Proposed Mission Statement |
| 5 Determine Constraints | 14 Present the Mission Analysis Briefing |
| 6 Identify Critical Facts and Develop Assumptions | 15 Develop and Issue Initial Commander's Intent |
| 7 Begin Risk Management | 16 Develop and Issue Initial Planning Guidance |
| 8 Develop Initial CCIR and EEFI | 17 Develop COA Evaluation Criteria |
| 9 Develop the Initial Information Collection Plan | 18 Issue a Warning Order |

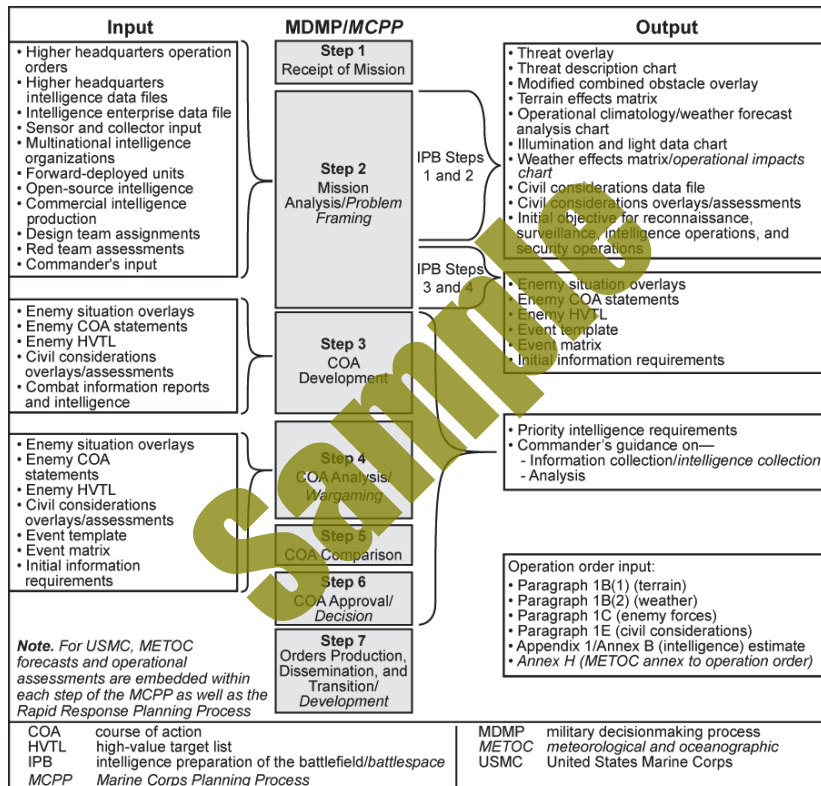
Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations*, fig. 9-3, p. 9-7.

IPB during MDMP Overview

Ref: ATP 2-01.3/MCRP 2-3A, *Intelligence Preparation of the Battlefield/Battlespace* (Nov '14), fig. 2-1, p. 2-2.

The intelligence staff, in collaboration with other staffs, develops other IPB products during mission analysis. That collaboration should result in the drafting of initial priority intelligence requirements (PIRs), the production of a complete modified combined obstacles overlay, a list of high value targets, and unrefined event templates and matrices. IPB should provide an understanding of the threat's center of gravity, which then can be exploited by friendly forces.

Figure 2-1 shows the relationship between IPB and the steps of MDMP/MCPP.



See pp. 3-3 to 3-46 for complete discussion of the *Intelligence Preparation of the Battlefield (IPB)* process.

Staff Guidelines for Mission Analysis

Ref: Adapted from previous references (not provided in FM 6-0, C1).

During mission analysis, the commander and staff thoroughly analyze the higher headquarters plan or order and any planning directives pertaining to the situation. Their goal is to determine how their unit, by task and purpose, contributes to the mission, commander's intent, and concept of operations of the higher headquarters. They analyze their own unit capabilities and limitations, those of the enemy, and the terrain and weather. They also analyze civil considerations through the memory aid ASCOPE -- areas, structures, capabilities, organizations, people, and events. These considerations are also used when developing running estimates (pp. 2-4 to 2-5). Staff members bring technical knowledge, running estimates, and historical data to the mission analysis briefing to help the commander understand the situation and the unit's mission.

All Staff Officers

- Mission and commander's intent of higher headquarters one and two levels up
- Specified, implied, and essential tasks
- Area of operations
- Area of interest
- Enemy situation and capabilities
- Critical facts and assumptions
- Status of subordinate units
- Weapon systems capabilities and limitations
- Status of available assets within their functional area
- Constraints
- Risk considerations
- Time considerations
- Recommended commander's critical information requirements (CCIRs) and information requirements

- Facilitating ISR integration by giving the commander and G-3 (S-3) the initial ISR synchronization plan and helping the G-3 (S-3) develop the initial ISR plan
- Identifying enemy intelligence collection capabilities

Staff Weather Officer

The staff weather officer conducts mission analysis on how weather and the natural environment affect both the enemy and friendly forces:

- Developing and continuously updating current weather data
- Determining and continuously updating a long-term weather forecast
- Coordinating with the geospatial engineer to combine terrain and weather reports

Foreign Disclosure Officer

The foreign disclosure officer determines what may and may not be released to foreign partners.

Intelligence

ACOS, G-2 (S-2), Intelligence

- Managing intelligence preparation of the battlefield (IPB), to include integrating the IPB efforts of the rest of the staff and other echelons and supporting parallel planning during dynamic situations
- Performing situation development, to include updating the enemy, terrain and weather, and civil consideration portions of the common operational picture
- Conducting ISR synchronization, to include:
 - Developing and continuously updating a list of intelligence gaps
- Recommending CCIR's and information requirements to develop initial collection tasks and requests for support from higher and adjacent commands
- Determining collection capabilities and limitations
- Determining unit intelligence production capabilities and limitations

Movement and Maneuver

ACOS, G-3 (S-3), Operations

The ACOS, G-3 (S-3), is the principal staff officer for operations and is the chief of movement and maneuver. This officer conducts mission analysis on all matters concerning training, operations, and plan:

- Managing the overall mission analysis effort of the staff to include:
- Consolidating facts and assumptions, specific and implied tasks, constraints, risk considerations, unit status, and recommended CCIR's
- Summarizing the current situation of subordinate units and activities
- Determining status of the task organization
- Developing the intelligence, surveillance, and reconnaissance (ISR) plan (with G-2 [S-2] and the rest of the staff). The ISR plan produces an initial ISR order to answer initial CCIRs and information requirements
- Developing the unit's recommended mission statement
- Developing the unit's operational timeline

3. Determine Specified, Implied, and Essential Tasks

The staff analyzes the higher headquarters order and the higher commander's guidance to determine their specified and 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. From the list of specified and implied tasks, the staff determines essential tasks for inclusion in the recommended mission statement.

A. Specified Tasks

A specified task is a task specifically assigned to a unit by its higher headquarters. Paragraphs 2 and 3 of the higher headquarters' order or plan state specified tasks. Some tasks may be in paragraphs 4 and 5. Specified tasks may be listed in annexes and overlays. They may also be assigned verbally during collaborative planning sessions or in directives from the higher commander.

B. Implied Tasks

An implied task is a task that must be performed to accomplish a specified task or mission but is not stated in the higher headquarters' 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.

When analyzing the higher order for specified and implied tasks, the staff also identifies any be-prepared or on-order missions.

- A **be-prepared mission** is a mission assigned to a unit that might be executed. Generally a contingency mission, commanders execute it because something planned has or has not been successful. In planning priorities, commanders plan a be-prepared mission after an on-order mission.
- An **on-order mission** is a mission to be executed at an unspecified time. A unit with an on-order mission is a committed force. Commanders envision task execution in the concept of operations; however, they may not know the exact time or place of execution. Subordinate commanders develop plans and orders and allocate resources, task-organize, and position forces for execution.

C. Essential Tasks

Once staff members have identified specified and implied tasks, they ensure they understand each task's requirements and purpose. The staff then identifies essential tasks. An essential task is a specified or implied task that must be executed to accomplish the mission. Essential tasks are always included in the unit's mission statement.

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 capabilities of civilian and military organizations (joint, special operations, and multinational) that operate within their 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 complete 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 and provide them to the commander to consider when developing the planning guidance. A more detailed analysis of available assets occurs during COA development.

5. Determine Constraints

The commander and staff identify any constraints placed on their command. A constraint is a restriction placed on the command by a higher command. A constraint dictates an action or inaction, thus restricting the freedom of action of a subordinate commander. Constraints are found in paragraph 3 of 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 verbally, in WARNOs, or in policy memoranda.

Constraints may also be based on resource limitations within the command, such as organic fuel transport capacity, or physical characteristics of the operational environment, such as the number of vehicles that can cross a bridge in a specified time.

The commander and staff should coordinate with the Staff Judge Advocate for a legal review of perceived or obvious constraints, restraints, or limitations in the OPLAN, OPORD, or related documents.

6. Identify Critical Facts and Develop Assumptions

Plans and orders are based on facts and assumptions. Commanders and staffs gather facts and develop assumptions as they build their plan.

A. Facts

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.

B. Assumptions

An assumption is a 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. In the absence of facts, the commander and staff consider assumptions from their higher headquarters. They then develop their own assumptions necessary for continued planning.

Having assumptions requires commanders and staffs to continually attempt to replace those assumptions with facts. The commander and staff should list and review the key assumptions on which fundamental judgments rest throughout the MDMP. Rechecking assumptions is valuable at any time during the operations process prior to rendering judgments and making decisions.

7. Begin Risk Management

Risk management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits (JP 3-0). During mission analysis, the commander and staff focus on identifying and assessing hazards. Developing specific control measures to mitigate those hazards occurs during course of action development.

The chief of protection (or operations staff officer [S-3] in units without a protection cell) in coordination with the safety officer integrates risk management into the MDMP. All staff sections integrate risk management for hazards within their functional areas. Units conduct the first four steps of risk management in the MDMP.

See following page and pp. 3-59 to 3-62 for further discussion of risk management.

Commander's Planning Guidance by Warfighting Function

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), table 9-1, p. 9-15.

The following list is not intended to meet the need of all situations. Commanders tailor planning guidance to meet specific needs based on the situation rather than address each item.

Mission Command	Commander's critical information requirements Rules of engagement Command post positioning Commander's location Initial themes and messages Succession of command	Liaison officer guidance Planning and operational guidance timeline Type of order and rehearsal Communications guidance Civil affairs operations Cyber electromagnetic considerations
Intelligence	Information collection guidance Information gaps Most likely and most dangerous enemy courses of action Priority intelligence requirements Most critical terrain and weather factors	Most critical local environment and civil considerations Intelligence requests for information Intelligence focus during phased operations Desired enemy perception of friendly forces
Movement and Maneuver	Commander's intent Course of action development guidance Number of courses of action to consider or not consider Critical events Task organization Task and purpose of subordinate units Forms of maneuver Reserve composition, mission, priorities, and control measures	Security and counterreconnaissance Friendly decision points Branches and sequels Task and direct collection Military deception Risk to friendly forces Collateral damage or civilian casualties Any condition that affects achievement of endstate Information operations
Fires	Synchronization and focus of fires with maneuver Priority of fires High priority targets Special munitions Target acquisition zones Observer plan Air and missile defense positioning High-value targets	Task and purpose of fires Scheme of fires Suppression of enemy air defenses Fire support coordination measures Attack guidance Branches and sequels No strike list Restricted target list
Protection	Protection priorities Priorities for survivability assets Terrain and weather factors Intelligence focus and limitations for security Acceptable risk Protected targets and areas	Vehicle and equipment safety or security constraints Environmental considerations Unexploded ordnance Operations security risk tolerance Rules of engagement Escalation of force and nonlethal weapons Counterintelligence
Sustainment	Sustainment priorities—manning, fueling, fixing, arming, moving the force, and sustaining Soldiers and systems Health system support Sustainment of detainee and resettlement operations	Construction and provision of facilities and installations Detainee movement Anticipated requirements of Classes III, IV, V Controlled supply rates



Refer to *The Army Operations & Doctrine SMARTbook (Guide to Unified Land Operations and the Six Warfighting Functions)* for discussion of the fundamentals, principles and tenets of Army operations, plus chapters on each of the six warfighting functions: mission command, movement and maneuver, intelligence, fires, sustainment, and protection.

MDMP Step IV. COA Analysis & War-Gaming

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 9-26 to 9-39.

COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis may require commanders and staffs to revisit parts of a COA as discrepancies arise. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. In addition, COA analysis influences how commanders and staffs understand a problem and may require the planning process to restart.

IV. COA Analysis (War Game)

Key Inputs	Key Outputs
<ul style="list-style-type: none">▪ Updated running estimates▪ Revised planning guidance▪ COA statements and sketches▪ Updated assumptions	<ul style="list-style-type: none">▪ Refined COAs▪ Potential decision points▪ War-game results▪ Initial assessment measures▪ Updated assumptions

- 1** Gather the Tools
- 2** List all Friendly Forces
- 3** List Assumptions
- 4** List Known Critical Events & Decision Points
- 5** Select the War-Gaming Method
- 6** Select a Technique to Record and Display Results
- 7** War-Game the Operation and Assess the Results
- 8** Conduct a War-Game Briefing (Optional)

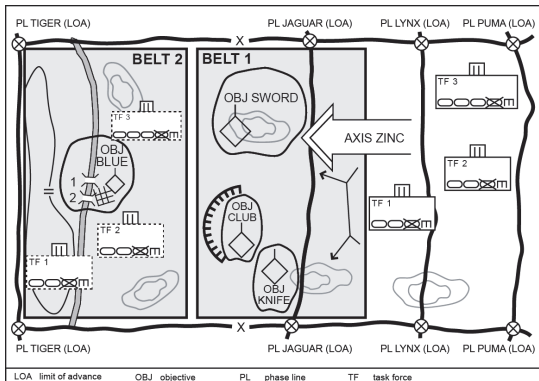
Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations*, fig. 9-6, p. 9-26.

War-Game Methods

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), pp. 9-28 to 9-31.

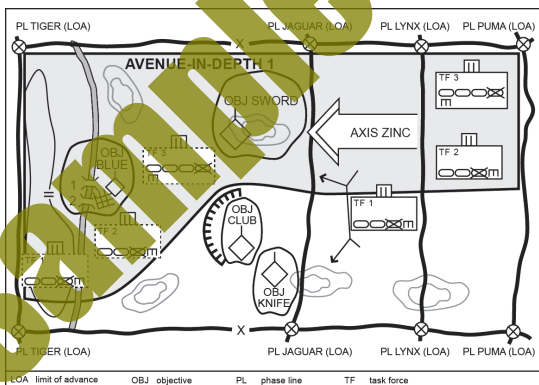
Belt Technique

The belt method divides the AO into belts (areas) running the width of the AO. The shape of each belt is based on the factors of METT-TC. The belt method works best when conducting offensive and defensive operations on terrain divided into well-defined cross-compartments, during phased operations or when the enemy is deployed in clearly defined belts or echelons.



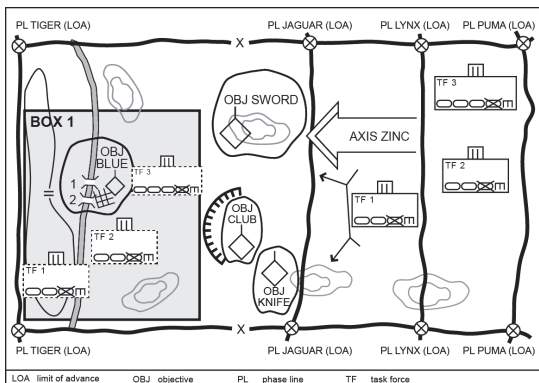
Avenue-in-Depth Technique

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 COA's or in the defense when canalizing terrain inhibits mutual support. In stability operations, this method can be modified. Instead of focusing on a geographic avenue, the staff war-games a line of effort.



Box Technique

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 is used when time is constrained. 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 friendly units can handle most situations on the battlefield and focus on essential tasks.



6. Select a Technique 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 COA's. 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. The amount of detail depends on the time available. Unit SOPs address details and methods of recording and displaying war-gaming results.

A. Synchronization Matrix

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. The first entry is time or phase of the operation. The second entry is the most likely enemy action. The third entry is the most likely civilian action. The fourth entry is the decision points for the friendly COA. The remainder of the matrix is developed around selected war fighting functions and their subordinate tasks and the unit's major subordinate commands.

Sample Synchronization Matrix

Time/Event		H – 24 hours	H-hour	H + 24
Enemy Action		Monitors movements	Defends from security zone	Commits reserve
Population		Orderly evacuation from area continues		
Decision Points		Conduct aviation attack of OBJ Irene		
Control Measures				
Movement and Maneuver	1st BCT	Move on Route Irish	Cross LD	Seize on OBJ Irene
	2d BCT	Move on Route Longstreet	Cross LD	Seize on OBJ Rose
	3d BCT			FPOL with 1st BCT
	Avn Bde	Attack enemy reserve on OBJ Irene		
	R&S			
Reserve				
Information Collection				
Fires		Prep fires initiated at H-5		
Protection	Engineer			
	PMO			
	CBRNE			
Sustainment				
Mission Command			MAIN CP with 1st BCT	
Close Air Support				
Electronic Warfare			Enemy C2 jammed	
Nonlethal Effects		Surrender broadcasts and leaflets		
Host Nation				
Interagency				
NGOs			Begins refugee relief	
Note: The first column is representative only and can be modified to fit formation needs.				
AMD	air and missile defense	FPOL	forward passage of lines	
Avn Bde	aviation brigade	LD	line of departure	
BCT	brigade combat team	NGO	nongovernmental organization	
C2	command and control	OBJ	objective	
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives	PMO	provost marshal office	
CP	command post	R&S	reconnaissance and surveillance	

Ref: FM 6-0 (C1), Commander & Staff Organization & Operations, table 9-3, p. 9-32.

Chap 2

MDMP Step VI. COA Approval

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 9-41 to 9-42.

After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff war-games the new COA and presents the results to the commander with a recommendation.

Note: These sub-steps are not delineated specifically in FM 6-0.

VI. COA Approval

Key Inputs	Key Outputs
<ul style="list-style-type: none">▪ Updated running estimates▪ Evaluated COAs▪ Recommended COA▪ Updated assumptions	<ul style="list-style-type: none">▪ Commander approved COA and any modifications▪ Refined commander's intent, CCIrRs, and EEfIs▪ Updated assumptions <div>WARNORD</div>

(Commander Approves a COA)

1

Commander's Decision

2

Issue Final Commander's Planning Guidance

3

Issue Final Warning Order

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations*, fig. 9-14, p. 9-42.

1. Commander's Decision

After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff war-games the new COA and presents the results to the commander with a recommendation.

2. Issue Final Commander's Planning Guidance

After approves a COA, the commander issues the final planning guidance. The final planning guidance includes a refined commander's intent (if necessary) and new CCIrRs to support execution. It also includes any additional guidance on priorities for the war fighting functions, orders preparation, rehearsal, and preparation. This guidance includes priorities for resources needed to preserve freedom of action and ensure continuous sustainment.

Troop Leading Procedures (TLP)

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 10-3 to 10-9. Refer to *The Small Unit Tactics SMARTbook* for further discussion.

TLP provide small-unit leaders a framework for planning and preparing for operations. This occurs in steps 1 and 2 of TLP and is refined in plan development. Plan development occurs in step 3 and is completed in 6 of TLP. These tasks are similar to the steps of the military decisionmaking process (MDMP).

1. Receive the Mission

Receive the mission may occur in several ways. It may begin with the initial WARNO or OPORD from higher headquarters or when a leader anticipates a new mission. Frequently, leaders receive a mission in a FRAGO over the radio. Ideally, they receive a series of WARNO's, the OPORD, and a briefing from their commander.

Normally after receiving an OPORD, leaders give a confirmation brief to their higher commander to ensure they understand the higher commander's intent and concept of operations. The leader obtains clarification on any portions of the higher headquarters plan as required.

When they receive the mission, leaders perform an initial assessment of the situation (METT-TC analysis) and allocate the time available for planning and preparation. (Preparation includes rehearsals and movement.) This initial assessment and time allocation forms the basis of their initial WARNO's.

Leaders complete a formal mission statement during TLP step 3 (make a tentative plan) and step 6 (complete the plan).

Based on what they know, leaders estimate the time available to plan and prepare for the mission. They begin by identifying the times at which major planning and preparation events, including rehearsals, must be complete. Reverse planning helps them do this. Leaders identify the critical times specified by higher headquarters and work back from them. Critical times might include aircraft loading times, the line of departure time, or the start point for movement.

Leaders ensure that all subordinate echelons have sufficient time for their own planning and preparation needs. A general rule of thumb for leaders at all levels is to use no more than one-third of the available time for planning and issuing the OPORD.

2. Issue a Warning Order

As soon as leaders finish their initial assessment of the situation and available time, they issue a WARNO. Leaders do not wait for more information. They issue the best WARNO possible with the information at hand and update it as needed with additional WARNO's.

The WARNO contains as much detail as possible. It informs subordinates of the unit mission and gives them the leader's timeline. Leaders may also pass on any other instructions or information they think will help subordinates prepare for the new mission. This includes information on the enemy, the nature of the higher headquarters' plan, and any specific instructions for preparing their units. The most important thing is that leaders not delay in issuing the initial WARNO. As more information becomes available, leaders can—and should—issue additional WARNO's. By issuing the initial WARNO as quickly as possible, leaders enable their subordinates to begin their own planning and preparation.

WARNO's follow the five-paragraph OPORD format. Normally an initial WARNO issued below battalion level includes:

- Mission or nature of the operation
- Time and place for issuing the OPORD
- Units or elements participating in the operation
- Specific tasks not addressed by unit SOPs
- Timeline for the operation

3. Make a Tentative Plan

Once they have issued the initial WARNO, leaders develop a tentative plan. This step combines the MDMP steps 2 through 6: mission analysis, COA development, COA analysis, COA comparison, and COA approval. At levels below battalion, these

I. Intelligence Preparation of the Battlefield (IPB)

Ref: ATP 2-01.3/MCRP 2-3A, *Intelligence Preparation of the Battlefield/Battlespace* (Nov '14).

Intelligence Preparation of the Battlefield (IPB) is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations. *Intelligence Preparation of the Battlespace (IPB) is the systematic, continuous process of analyzing the threat and environment in a specific geographic area.*

IPB Process



Define the Operational Environment



**Describe Environmental Effects on Operations/
*Describe The Effects On Operations***



Evaluate the Threat/Adversary



Determine Threat/Adversary Courses of Action

The G-2/S-2 begins preparing for IPB during the generate intelligence knowledge task/*problem framing step*. The intelligence staff creates data files and/or databases based on the operational environment. Given the limited time available to collect and evaluate information, this information may not be specific enough to support the military decisionmaking process (MDMP)/*Marine Corps Planning Process (MCP)*. However, this information helps create the operational environment frame during the design methodology.

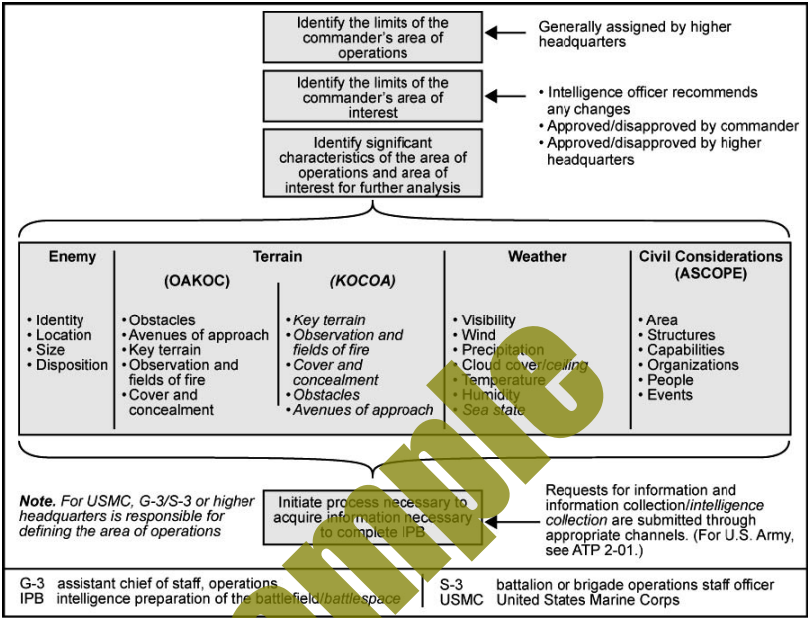
Refer to MCWP 5-1 for a discussion on the MCP.

IPB results in the creation of intelligence products that are used during the MDMP/ *MCP* to aid in developing friendly courses of action (COAs) and decision points for the commander. Additionally, the conclusions reached and the products created during IPB are critical to planning information collection/intelligence collection and targeting operations.

*Editor's Note: Since ATP -201/MCRP 2-3A is a dual-designated Army and Marine Corps manual, terms and phrasing specific to the Marine Corps are provided in italics. *Change 1 to ATP 2-01.3 (dated Mar 2015) changed the distribution restriction notice of this source to "distribution unlimited;" because the posted cover remained dated Nov 2014, it is cited as such in The Battle Staff SMARTbook.*

Step 1—Define the Operational Environment

Step 1 of the IPB process identifies for further analysis the significant characteristics of the operational environment that may influence friendly COAs and command decisions. Within an operational environment, an Army leader may be faced with major combat, military engagements, and humanitarian assistance simultaneously in the same AO.



Desired End State

Step 1 of the IPB process focuses the IPB effort on the characteristics of the operational environment that can influence friendly and threat/adversary operations. The intelligence staff acquires the intelligence needed to complete IPB in the degree of detail required to support the decisionmaking process. The primary outputs associated with step 1 of the IPB process may include developing the—

- Determination of the AO and area of interest.
- Determination of the area of intelligence responsibility.
- Identification of general characteristics of the AO that could influence the unit's mission.
- Identification of gaps in current intelligence holdings, translating them into requirements for collection (requests for information, requests for collection) in order to complete IPB.

So What?

The “so what” in this step is clearly defining for the commanders what the relevant characteristics of their areas of interest are.

- Success results in saving time and effort by focusing only on those characteristics that will influence friendly COAs and command decisions.

Consequences of failure:

- Failure to focus on only the significant characteristics leads to wasted time and effort collecting and evaluating intelligence on characteristics of the operational environment that will not influence the operation.
- Failure to identify all the significant characteristics may lead to the command's surprise and unpreparedness when some overlooked feature of the operational environment has an effect on the operation for which the commander did not plan.

A. Identify the Limits of the Commander's Area of Operations

The area of operations is defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). The AO is comprised of an external boundary that delineates the AOs of adjacent units and includes subordinate unit AOs. Subordinate unit AOs may be contiguous or noncontiguous. Parts of an AO not assigned to subordinate units are called deep areas. The AO may be impacted due to political boundaries and/or other civil considerations. Once assigned, an AO can be subdivided by that command, as necessary, to support mission requirements.

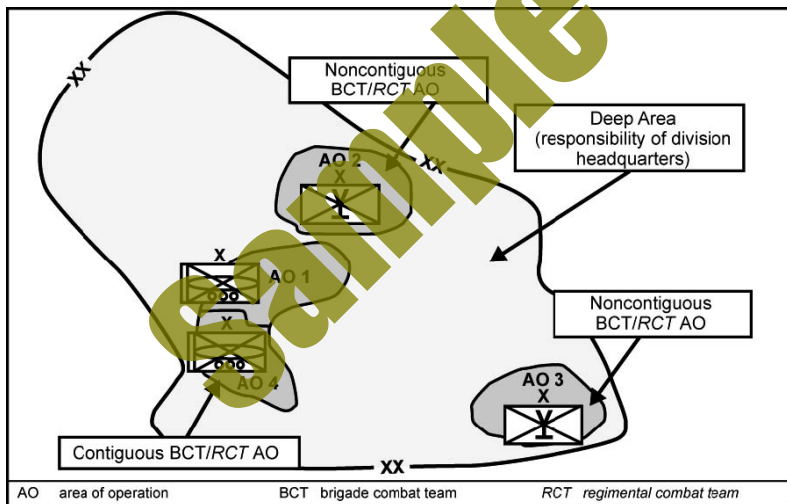


Figure 3-2. Example areas of operations

An area of influence is a geographical area where a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control (JP 3-0). The area of influence is—

- An area that includes terrain inside and outside the AO
- An area determined by both the G-2/S-2 and the G-3/S-3

B. Identify the Limits of the Commander's Area of Interest

An area of interest is that area of concern to the commander, including the area of influence, areas adjacent thereto and extending into enemy territory. This area also

Modified Combined Obstacle Overlay (MCOO)

Ref: ATP 2-01.3/MCRP 2-3A, *Intelligence Preparation of the Battlefield/Battlespace* (Nov '14), pp. 4-14 to 4-17.

The MCOO is a graphic product that portrays the effects of natural and urban terrain on military operations. The MCOO normally depicts military significant aspects of the terrain and other aspects of the terrain that can affect mobility. Though not all inclusive, some of these aspects are—

- AAs
- Mobility corridors
- Natural and manmade obstacles
- Terrain mobility classifications
- Key terrain

The combined obstacle overlay provides a basis for identifying ground AAs and mobility corridors. Unlike the cross-country mobility, the combined obstacle overlay integrates all obstacles to vehicular movement, such as built-up areas, slope, soils, vegetation, and hydrology into one overlay. The overlay depicts areas that impede movement (severely restricted and restricted areas) and areas where friendly and enemy forces can move unimpeded (unrestricted areas).

The MCOO is tailored to the mission and is a collaborative effort involving input from the entire staff. The MCOO depicts the terrain according to mobility classification. These classifications are severely restricted, restricted, and unrestricted:

- **Severely restricted terrain** severely hinders or slows movement in combat formations unless some effort is made to enhance mobility. This could take the form of committing engineer assets to improving mobility or deviating from doctrinal tactics, such as moving in columns instead of line formations, or at speeds much lower than those preferred. For example, severely restricted terrain for armored and mechanized forces is typically characterized by steep slopes and large or densely spaced obstacles with little or no supporting roads. A common technique is to depict this type of severely restricted terrain on overlays and sketches by marking the areas with cross-hatched diagonal lines. Another technique is to color code the areas in red.
- **Restricted terrain** hinders movement to some degree. Little effort is needed to enhance mobility, but units may have difficulty maintaining preferred speeds, moving in combat formations, or transitioning from one formation to another. Restricted terrain slows movement by requiring zigzagging or frequent detours. Restricted terrain for armored or mechanized forces typically consists of moderate-to-steep slopes or moderate-to-densely spaced obstacles, such as trees, rocks, or buildings. Swamps or rugged terrain are examples of restricted terrain for dismounted infantry forces. Logistical or sustainment area movement may be supported by poorly developed road systems. A common and useful technique is to depict restricted terrain on overlays and sketches by marking the areas with diagonal lines. Another technique is to color code the areas in yellow.
- **Unrestricted terrain** is free of any restriction to movement. Nothing needs to be done to enhance mobility. Unrestricted terrain for armored or mechanized forces is typically flat to moderately sloping terrain with scattered or widely spaced obstacles such as trees or rocks. Unrestricted terrain allows wide maneuver by the forces under consideration and unlimited travel supported by well-developed road networks. No symbology is needed to show unrestricted terrain on overlays and sketches.

Terrain mobility classifications are not absolute but reflect the relative effect of terrain on the different types and sizes of movement formations. They are based on the ability of a force to maneuver in combat formations or to transition from one type of formation to another.

The staff should consider the following:

- Obstacles are only effective if they are covered by observation and fire. However, even undefended obstacles may canalize an attacker into concentrations, which are easier to detect and target or defend against.
- When evaluating the terrain's effect on more than one type of organization (for example, mounted or dismounted), the obstacle overlays reflect the mobility of the particular force.
- The cumulative effects of individual obstacles in the final evaluation. For example, individually a gentle slope or a moderately dense forest may prove to be an unrestrictive obstacle to vehicular traffic. Taken together, the combination may prove to be restrictive.
- Account for the weather's effects on factors that affect mobility.
- The classification of terrain into various obstacle types reflects only its relative impact on force mobility. There are many examples of a force achieving surprise by negotiating supposedly "impassable" terrain.

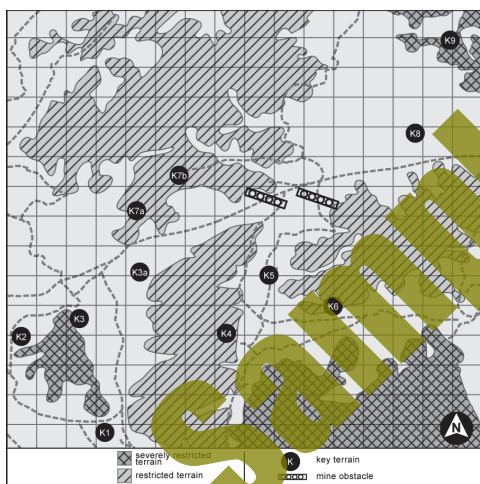


Figure 4-14 is an example of a MCOO developed for natural terrain.

For urban terrain, graphics typically depict population status overlays (population centers, urban areas, political boundaries); logistics sustainability overlays; LOCs; route overlays (street names, patterns, and widths); bridges, underpass and overpass information; potential sniper and ambush locations (likely this data will be a separate overlay); and key navigational landmarks. In developing urban terrain overlays, the following should be depicted:

- **Natural terrain**—the underlying natural terrain on which manmade terrain is superimposed, such as rivers, streams, hills, valleys, forests, deserts, bogs, swamps.
- **Manmade terrain**—streets, bridges, buildings, railways, canals, traffic control points; building density, construct, dimensions; functional zone disposition; and street construct, materials, disposition, dimensions.
- **Key facilities, targets and/or terrain**—banks, bridges, airports, electric power grids, oil facilities, military facilities, key residences and places of employment, waterways; tall structures (skyscrapers); choke points; intersections; bridges; industrial complexes; other facilities; density of construction or population; street patterns.
- **Obstacles**—rubble and vehicles in the road; fixed barriers; masking of fires; burning of buildings and other fire hazards; rivers and lakes; power lines; cell phone towers; population; trenches; minefields; certain religious or cultural sites; wire obstacles (concertina wire, barb wire).

Threat/adversary templates allow analysts and the staff to—

- Fuse all relevant combat information
- Assist in identifying intelligence gaps
- Predict threat/adversary activities and adapt COAs
- Synchronize information collection

2. Threat/Adversary Capabilities Statement

Threat/adversary capabilities are the broad options the threat/adversary has to counter friendly operations and supporting operations the threat/adversary can take based on the conclusions made when determining threat characteristics/adversary order of battle at the beginning of step 3 of the IPB process. A threat/adversary capabilities statement is a narrative that identifies a particular action for which the threat/adversary has the capability to complete and the tactics the threat/adversary prefers to use to accomplish its objectives. It addresses operations of major units that will be portrayed on the threat/adversary template and the activities of each warfighting function.

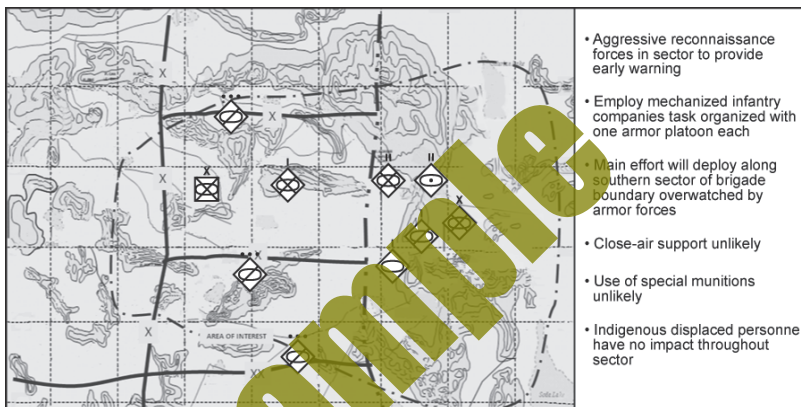


Figure 5-10 is an example of a threat/adversary capability statement that illustrates the capabilities of the 231st Brigade Tactical Group.

3. High-Value Target List (HVTL)

The HVTs identified during step 3 of the IPB process are initially refined during step 4 of the IPB process, and are refined again during the COA analysis step of the MDMP/COA wargaming step of MCPP. This data is used to develop the HPTL that is continually refined during execution by targeting groups and boards.

HVTs are determined based on analysis of the threat/adversary capabilities statement, an analysis of the threat/adversary template, and tactical judgment. Mentally wargaming and thinking through the threat/adversary operation is the quickest and most efficient method to determine HVTs at this point. Determining how the threat/adversary will employ its assets aids in determining the assets critical to the operation. For example, when mentally wargaming a threat/adversary air attack against friendly targets supported by a well-prepared air defense system, it is logical to conclude that the threat/adversary will need a substantial air defense suppression package as part of its operation to ensure the success of the attack. In this case, the artillery and air assets that form this suppression package are HVTs.

In identifying and evaluating HVTs, it may be useful to—

- Identify HVTs from existing intelligence studies, evaluation of the databases, patrol debriefs, and SALUTE reports. A review of threat/adversary TTP and previous threat/adversary operations as well as understanding the threat's/adversary's objective, tasks, purpose, and intent will be useful.

Constructing an Event Template

Ref: ATP 2-01.3/MCRP 2-3A, *Intelligence Preparation of the Battlefield/Battlespace* (Nov '14), fig. 6-8 and 6-9, p. 6-16.

Constructing an event template is an analytical process that involves comparing the multiple enemy COAs developed earlier in step 4 of the IPB process to determine the time or event and the place or condition in which the enemy commander must make a decision on a particular COA.

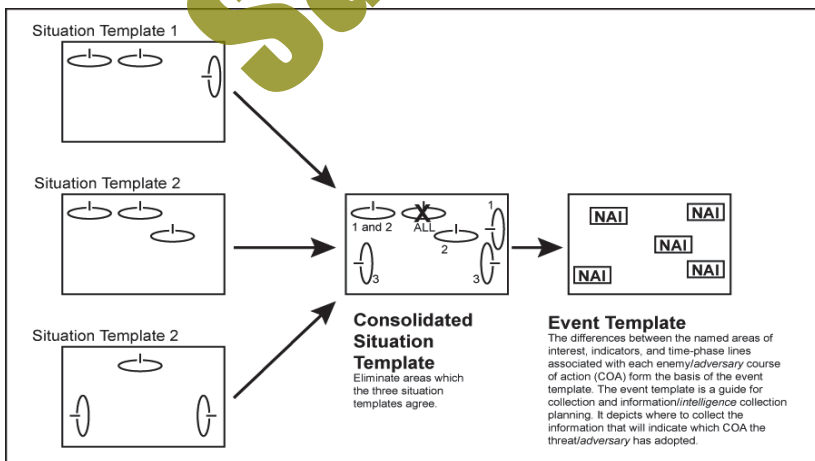
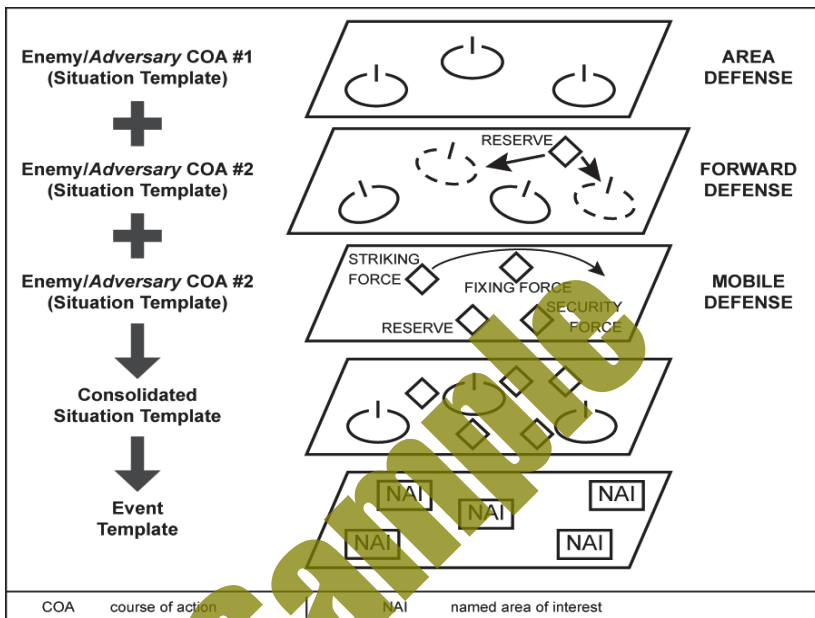


Figure 6-8 and figure 6-9 on page 6-16 are examples of how to illustrate the basic mechanics of this process. The figures only display some minimal, but not all-inclusive information, for what is included on the event template.

II. Fires and Targeting (D3A)

Ref: ADRP 3-09, Fires (Aug '12); ATP 3-60, Targeting (May '15); and FM 3-09, Field Artillery Operations and Fire Support (Apr '14).

Army targeting uses the functions decide, detect, deliver, and assess (D3A) as its methodology. Its functions complement the planning, preparing, executing, and assessing stages of the operations process. Army targeting addresses two targeting categories—deliberate and dynamic.

Targeting Methodology			
I Decide	II Detect	III Deliver	IV Assess
<ul style="list-style-type: none">Target DevelopmentTVAHPT and HVTTSSAttack OptionsAttack Guidance	<ul style="list-style-type: none">Target Deception MeansDetection ProceduresTarget Tracking	<ul style="list-style-type: none">Attack Planned TargetsTargets of OpportunityDesired EffectsAttack Systems	<ul style="list-style-type: none">Tactical LevelOperational LevelRestrikeFeedback

Deliberate Targeting

Deliberate targeting prosecutes planned targets. These targets are known to exist in an operational area and have actions scheduled against them. There are two types of planned targets: scheduled and on-call—

- **Scheduled targets** exist in the operational environment and are located in sufficient time or prosecuted at a specific, planned time.
- **On-call targets** have actions planned, but not for a specific delivery time. The commander expects to locate these targets in sufficient time to execute planned actions. These targets are unique in that actions are planned against them using deliberate targeting, but execution will normally be conducted using dynamic targeting such as close air support missions and time-sensitive targets (TST).

Dynamic Targeting

Dynamic targeting prosecutes targets of opportunity and changes to planned targets or objectives. Targets of opportunity are targets identified too late, or not selected for action in time, to be included in deliberate targeting. Targets prosecuted as part of dynamic targeting are previously unanticipated, unplanned, or newly detected. There are two types of targets of opportunity:

- **Unplanned targets** are known to exist in the operational environment, but no action has been planned against them. The target may not have been detected or located in sufficient time to meet planning deadlines. Alternatively, the target may have been located, but not previously considered of sufficient importance to engage.
- **Unanticipated targets** are unknown or not expected to exist in the operational environment.

I. Decide

Decide is the first function in targeting and occurs during the planning portion of the operations process. The “decide” function continues throughout the operation. The staff develops “decide” information to address:

- What targets should be acquired and attacked/engaged?
- When and where are the targets likely to be found?
- How do the rules of engagement impact target selection?
- How long will the target remain once acquired?
- Who or what can locate/track the targets?
- What accuracy of target location will be required to attack/engage the target?
- What are the priorities for reconnaissance, surveillance, target acquisition, sensor allocation, and employment?
- What intelligence requirements are essential to the targeting effort and how and by when must the information be collected, processed, and disseminated?
- When, where, how, and in what priority should the targets be attacked/engaged?
- What are the measures of performance and measure of effectiveness that determine whether the target has been successfully attacked/engaged and whether the commander's desired effects have been generated by doing so?
- Who or what can attack/engage the targets, and how should the attack/engagement be conducted (for example, number/type of attack/engagement assets, ammunition to be used) to generate desired effects and what are the required assets/resources based on commander's guidance?
- What or who will obtain assessment or other information required for determining the success or failure of each attack/engagement? Who must receive and process that information, how rapidly, and in what format?
- Who has the decisionmaking authority to determine success or failure, and how rapidly must the decision be made and disseminated?
- What actions will be required if an attack/engagement is unsuccessful and who has the authority to direct those actions?

Decide Products

1. High-Payoff Target List (HPTL)
2. Intelligence Collection Plan
3. Target Selection Standards (TSSs)
4. Attack Guidance Matrix (AGM)

A. High-Payoff Target List (HPTL)

The high-payoff target list (HPTL) is a prioritized list of high-payoff targets (HPTs) whose loss to the enemy will contribute to the success of the friendly course of action. Target value is usually the greatest factor contributing to target payoff. However, other things to be considered include the following:

- The sequence or order of appearance
- The ability to detect identify, classify, locate, and track the target. (This decision must include sensor availability and processing time-line considerations.)
- The degree of accuracy available from the acquisition system(s)
- The ability to engage the target
- The ability to suppress, neutralize, or destroy on the basis of attack guidance
- The resources required to do all of the above

Targeting Interrelationships

Ref: ATP 3-60, Targeting (May '15), table 1-1, p. 1-9.

Army targeting uses the functions decide, detect, deliver, and assess (D3A) as its methodology. Its functions complement the planning, preparing, executing, and assessing stages of the operations process. Army targeting addresses two targeting categories—deliberate and dynamic. Deliberate targeting prosecutes planned targets. Dynamic targeting prosecutes targets of opportunity and changes to planned targets or objectives.

While the targeting process may be labeled differently at the joint level the same targeting tasks are being accomplished, as demonstrated in table 1-1.

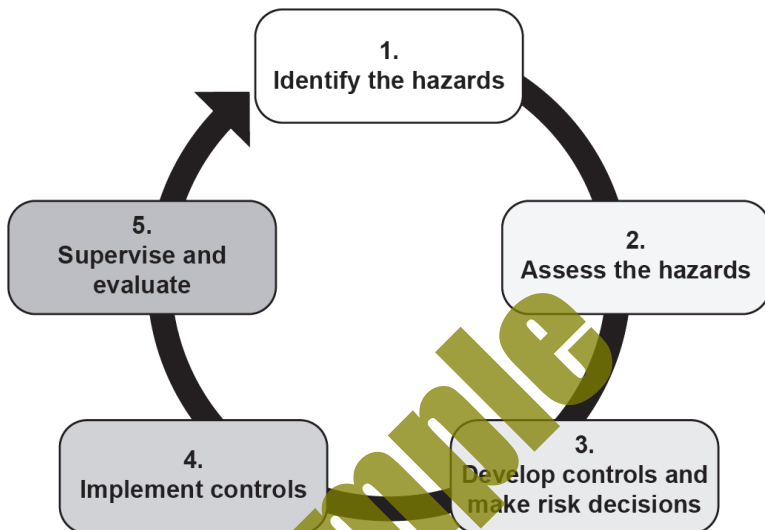
Operations Process	Joint Targeting Cycle	D3A	MDMP	Targeting Task
Continuous Assessment	1. The End State and Commanders Objectives 2. Target Development and Prioritization 3. Capabilities Analysis 4. Commander's Decision and Force Assignment	Decide	Mission Analysis	<ul style="list-style-type: none"> • Perform target value analysis to develop fire support (including cyber/electromagnetic and inform/influence activities) high-value targets. • Provide fire support, inform/influence, and cyber/electromagnetic activities input to the commander's targeting guidance and desired effects.
			Course of Action Development	<ul style="list-style-type: none"> • Designate potential high-payoff targets. • Deconflict and coordinate potential high-payoff targets. • Develop high-payoff target list. • Establish target selection standards. • Develop attack guidance matrix. • Develop fire support and cyber/electromagnetic activities tasks. • Develop associated measures of performance and measures of effectiveness.
			Course of Action Analysis	<ul style="list-style-type: none"> • Refine the high-payoff target list. • Refine target selection standards. • Refine the attack guidance matrix. • Refine fire support tasks. • Refine associated measures of performance and measures of effectiveness. • Develop the target synchronization matrix. • Draft airspace control means requests.
			Orders Production	<ul style="list-style-type: none"> • Finalize the high-payoff target list. • Finalize target selection standards. • Finalize the attack guidance matrix. • Finalize the targeting synchronization matrix. • Finalize fire support tasks. • Finalize associated measures of performance and measures of effectiveness. • Submit information requirements to S-2.
	5. Mission Planning and Force Execution 6. Assessment	Detect		<ul style="list-style-type: none"> • Execute ISR Plan. • Update information requirements as they are answered. • Update the high-payoff target list, attack guidance matrix, and targeting synchronization matrix. • Update fire support and cyber/electromagnetic activities tasks. • Update associated measures of performance and measures of effectiveness.
		Deliver		<ul style="list-style-type: none"> • Execute fire support and electronic attacks in accordance with the attack guidance matrix and the targeting synchronization matrix.
		Assess		<ul style="list-style-type: none"> • Assess task accomplishment (as determined by measures of performance). • Assess effects (as determined by measures of effectiveness).

Table 1-1. Crosswalk of the operations process, joint targeting cycle, D3A, and MDMP.

Risk Management Process

Ref: ATP 5-19 (w/C1), Risk Management (Apr '14), chap. 1.

Risk Management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits. (JP 3-0) *The Army no longer uses the term "composite risk management." Term replaced with joint term "risk management."*



Ref: ATP 5-19, fig. 1-1. A cyclical, continuous process for managing risk.

1. Identify the hazards

A hazard is a condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation. Hazards exist in all environments—combat operations, stability operations, base support operations, training, garrison activities, and off-duty activities. The factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) serve as a standard format for identification of hazards, on-duty or off-duty.

2. Assess the hazards

This process is systematic in nature and uses charts, codes and numbers to present a methodology to assess probability and severity to obtain a standardized level of risk. Hazards are assessed and risk is assigned in terms of probability and severity of adverse impact of an event/occurrence.

3. Develop controls and make risk decisions

The process of developing and applying controls and reassessing risk continues until an acceptable level of risk is achieved or until all risks are reduced to a level where benefits outweigh the potential cost.

4. Implement controls

Leaders and staffs ensure that controls are integrated into SOPs, written and verbal orders, mission briefings, and staff estimates.

5. Supervise and evaluate

Chap 4

I. Plans & Orders

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), app.C.

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out an operational approach to achieve that future. Based on this understanding and operational approach, planning continues with the development of a fully synchronized operation plan or order that arranges potential actions in time, space, and purpose to guide the force during execution (see ADP 5-0).

A product of planning is a plan or order—a directive for future action. Commanders issue plans and orders to subordinates to communicate their understanding of the situation and their visualization of an operation. Plans and orders direct, coordinate, and synchronize subordinate actions and inform those outside the unit how to cooperate and provide support.

Prepare the Order or Plan

The staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations and the required supporting information. The COA statement becomes the concept of operations for the plan. The COA sketch becomes the basis for the operation overlay. If time permits, the staff may conduct a more detailed war game of the selected COA to more fully synchronize the operation and complete the plan. The staff writes the OPORD or OPLAN using the Army's operation order format.

See pp. 2-55 to 2-56, step VII of the MDMP Orders Production.

Normally, the COS (XO) coordinates with staff principals to assist the G-3 (S-3) in developing the plan or order. Based on the commander's planning guidance, the COS (XO) dictates the type of order, sets and enforces the time limits and development sequence, and determines which staff section publishes which attachments.

Prior to the commander approving the plan or order, the staff ensures the plan or order is internally consistent and is nested with the higher commander's intent. They do this through—

- Plans and orders reconciliation
- Plans and orders crosswalk

Verbal Orders

Commanders use verbal orders when operating in an extremely time-constrained environment. These orders offer the advantage of being distributed quickly but risk important information being overlooked or misunderstood. Verbal orders are usually followed by written FRAGORDs.

Written Orders

Commanders issue written plans and orders that contain both text and graphics. Graphics convey information and instructions through military symbols. (FM 1-02 lists approved symbols.) They complement the written portion of a plan or an order and promote clarity, accuracy, and brevity. Staffs often develop and disseminate written orders electronically to shorten the time needed to gather and brief the orders group. Staffs can easily edit and modify electronically produced orders. They can send the same order to multiple recipients simultaneously. Using computer programs to develop and disseminate precise, corresponding graphics adds to the efficiency and clarity of the orders process. Electronic editing makes importing text and graphics into orders easy. Unfortunately, such ease can result in orders becoming unnecessarily large without added operational value. Commanders need to ensure that

III. Unit Listing Sequence

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. D-3 to D-6.

Order writers group units by headquarters. They list major subordinate maneuver units first (for example, 2d ABCT; 1-77th IN; A4-52d CAV). Order writers place them by size in numerical order. They list brigade combat teams (BCTs) ahead of combat aviation brigades. In cases where two BCTs are numbered the same, order writers use the division number (by type). For example, 1st ABCT (armored brigade combat team) 1st Infantry Division (Mechanized) is listed before the 1st ABCT 1st Armored Division (AD). In turn, the 1st ABCT 1st Armored Division is listed before the 1st ABCT 1st Cavalry Division. Combined arms battalions are listed before battalions, and company teams before companies. Order writers follow maneuver units with multifunctional supporting units in the following order: fires, battlefield surveillance, maneuver enhancement, and sustainment. Supporting units (in alpha-numerical order) follow multifunctional supporting units. The last listing should be any special troops units under the command of the force headquarters.

Order writers use a plus (+) symbol when attaching one or more subordinate elements of a similar function to a headquarters. They use a minus symbol (–) when deleting one or more subordinate elements of a similar function to a headquarters. Order writers always show the symbols in parenthesis. They do not use a plus symbol when the receiving headquarters is a combined arms task force or company team. Order writers do not use plus and minus symbols together (as when a headquarters detaches one element and receives attachment of another); they use the symbol that portrays the element's combat power with respect to other similar elements. Order writers do not use either symbol when two units swap subordinate elements and their combat power is unchanged.

If applicable, order writers list task organizations according to phases of the operation. When the effective attachment time of a nonorganic unit to another unit differs from the effective time of the plan or order, order writers add the effective attachment time in parentheses after the attached unit—for example, 1-80 IN (OPCON 2 ABCT Phase II). They list this information either in the task organization (preferred) or in paragraph 1c of the plan or order, but not both. For clarity, order writers list subsequent command or support relationships under the task organization in parentheses following the affected unit—for example, "...on order, OPCON (operational control) to 2 ABCT" is written (O/O OPCON 2 ABCT).

Long or complex task organizations are displayed in outline format in Annex A (Task Organization) of the OPLAN or OPORD in lieu of being placed in the base plan or order. Units are listed under the headquarters to which they are allocated or that they support in accordance with the organizational taxonomy previously provided in this chapter. The complete unit task organization for each major subordinate unit should be shown on the same page. Order writers only show command or support relationships if they are other than organic or attached. Other Services and multinational forces recognize and understand this format. Planners should use it during joint and multinational operations.

Order writers list subordinate units under the higher headquarters to which they are assigned, attached, or in support. They place direct support (DS) units below the units they support. Order writers indent subordinate and supporting units two spaces. They identify relationships other than attached with parenthetical terms—for example, (GS) or (DS).

Order writers provide the numerical designations of units as Arabic numerals, unless they are shown as Roman numerals. For example, an Army corps is numbered in series beginning with Roman numeral "I"—for example, I Corps or XVIII Airborne Corps.

During multinational operations, order writers insert the country code between the numeric designation and the unit name—for example, 3d (DE) Corps. (Here, DE designates that the corps is German. ADRP 1-02 contains authorized country codes.)

Order writers use abbreviated designations for organic units. They use the full designation for nonorganic units—for example, 1-52 FA (MLRS) (GS), rather than 1-52 FA. They specify a unit's command or support relationship only if it differs from that of its higher headquarters.

Order writers designate task forces with the last name of the task force (TF) commander (for example, TF WILLIAMS), a code name (for example, TF DESERT DRAGON), or a number.

For unit designation at theater army level, order writers list major subordinate maneuver units first, placing them in alpha-numerical order, followed by multifunctional brigades in the following order: fires, intelligence, maneuver enhancement, sustainment, then followed by functional brigades in alpha-numerical order, and any units under the command of the force headquarters. For each function following maneuver, they list headquarters in the order of commands, brigades, groups, battalions, squadrons, companies, detachments, and teams.

	Corps	Division	Brigade	Battalion	Company
	Movement and Maneuver	Divisions Separate maneuver brigades or battalions Combat aviation brigades or battalions Special operations forces - Ranger - Special forces MISO	Brigade-size ground units in alpha-numerical order - Infantry - Armor - Stryker Battalion TF - Named TFs in alphabetical order - Numbered TFs in numerical order MISO Combat aviation brigade Special operations forces - Ranger - Special forces	Battalion TFs Battalions or squadrons - Combined arms - Infantry - Reconnaissance Company teams Companies Air cavalry squadrons MISO Companies or troops (in alphabetical order) - Infantry - Armor - Stryker MISO	Platoons - Organic platoons - Attached platoons - Weapons squads
	Fires	Fires brigade USAF air support unit - Air defense	Fires brigade USAF air support unit - Air defense	Fires battalion USAF air support unit - Air defense	FA batteries FA firing platoons Fire support team Mortar platoon USAF air support unit - Air defense
	Intelligence	Battlefield surveillance brigade - MI - Recon squads - Human terrain team	Battlefield surveillance brigade - MI - Recon squads - Human terrain team	CI teams Ground sensor teams Human terrain team HUMINT teams Scout platoon TUAS platoon	CI teams Ground sensor teams HUMINT teams
	Protection	MEB Functional brigades - Air defense - CBRN - Engineer - EOD - Military police	MEB Functional brigades - Air defense - CBRN - Engineer - EOD - Military police	Functional battalions or companies or batteries and detachments - Air defense - CBRN - Engineer - EOD - Military police	Functional platoons and detachments - Air defense - CBRN - Engineer - EOD - Military police
	Sustainment	Sustainment brigade (attached functional units are listed in alpha-numerical order) - Contracting - Finance - Ordnance - Personnel services - Transportation - Quartermaster Medical brigade (support)	Sustainment brigade (attached functional units are listed in alpha-numerical order) - Contracting - Finance - Ordnance - Personnel services - Transportation - Quartermaster Medical brigade (support)	Brigade support battalion (attached or supporting functional units are listed first by branch in alphabetical order and then in numerical order)	Attached or supporting functional platoons and teams listed in alpha-numerical order

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), table D-1, pp. D-3 to D-4.

Warning Order (WARNORD) Format

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), fig. C-4, p. C-24.

[Classification]

(Change from verbal orders, if any) (Optional)

Copy ## of ## copies

Issuing headquarters

Place of issue

Date-time group of signature

Message reference number

WARNING ORDER [number] Example: **WARNING ORDER #8**

(U) **References:** Refer to higher headquarters' OPLAN/OPORD and identify map sheets for operation (Optional).

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

(U) **Task Organization:** (Optional)

1. (U) **Situation.** The situation paragraph describes the conditions and circumstances of the operational environment that impact operations in the following subparagraphs:

- a. (U) Area of Interest.
- b. (U) Area of Operations.
- c. (U) Enemy Forces.
- d. (U) Friendly Forces.
- e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations.
- f. (U) Civil Considerations.
- g. (U) Attachments and Detachments. Provide initial task organization.
- h. (U) Assumptions. List any significant assumptions for order development.

2. (U) **Mission.** State the issuing headquarters' mission.

3. (U) **Execution.**

- a. (U) Initial Commander's Intent. Provide brief commander's intent statement.
- b. (U) Concept of Operations. This may be "to be determined" for an initial WARNORD.
- c. (U) Task to Subordinate Units. Include any known tasks at time of issuance of WARNORD.
- d. (U) Coordinating Instructions.

4. (U) **Sustainment.** Include known logistics, personnel, or health system prep tasks.

5. (U) **Command and Signal.** Include changes to existing order or state "no change."

ACKNOWLEDGE:

[Commander's last name]

[Commander's rank]

OFFICIAL:

[Authenticator's name]

[Authenticator's position]

ANNEXES: List annexes by letter and title.

DISTRIBUTION: List recipients.

[page number]

[CLASSIFICATION]

Annotated OPLAN/OPORD Format

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), fig. C-2, pp. C-11 to C-17.

[CLASSIFICATION]

Place the classification at the top and bottom of every page of the OPLAN or OPORD. Place the classification marking at the front of each paragraph and subparagraph in parentheses. Refer to AR 380-5 for classification and release marking instructions.

Copy ## of ## copies

Issuing headquarters

Place of issue

Date-time group of signature

Message reference number

The first line of the heading is the copy number assigned by the issuing headquarters. A log is maintained of specific copies issued to addressees. The second line is the official designation of the issuing headquarters (for example, 1st Infantry Division). The third line is the place of issue. It may be a code name, postal designation, or geographic location. The fourth line is the date or date-time group that the plan or order was signed or issued and becomes effective unless specified otherwise in the coordinating instructions. The fifth line is a headquarters internal control number assigned to all plans and orders in accordance with unit standing operating procedures (SOPs).

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

Example: **OPORD 3411 (OPERATION DESERT DRAGON) (UNCLASSIFIED)**

Number plans and orders consecutively by calendar year. Include code name, if any.

(U) References: List documents essential to understanding the OPLAN/OPORD. List references concerning a specific function in the appropriate attachments.

(a) List maps and charts first. Map entries include series number, country, sheet names, or numbers, edition, and scale.

(b) List other references in subparagraphs labeled as shown.

(U) Time Zone Used Throughout the OPLAN/OPORD: State the time zone used in the area of operations during execution. When the OPLAN/OPORD applies to units in different time zones, use Greenwich Mean (ZULU) Time.

(U) Task Organization: Describe the organization of forces available to the issuing headquarters and their command and support relationships. Refer to Annex A (Task Organization) if long or complicated.

1. (U) Situation. The situation paragraph describes the conditions of the operational environment that impact operations in the following subparagraphs:

a. (U) Area of Interest. Describe the area of interest. Refer to Annex B (Intelligence) as required.

b. (U) Area of Operations. Describe the area of operations (AO). Refer to the appropriate map by its subparagraph under references, for example, "Map, reference (b)." Refer to the Appendix 2 (Operation Overlay) to Annex C (Operations).

(1) (U) Terrain. Describe the aspects of terrain that impact operations. Refer to Annex B (Intelligence) as required.

(2) (U) Weather. Describe the aspects of weather that impact operations. Refer to Annex B (Intelligence) as required.

[page number]

[CLASSIFICATION]

[CLASSIFICATION]

OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]
Place the classification and title of the OPLAN/OPORD and the issuing headquarters at the top of the second and any subsequent pages of the base plan or order.

c. (U) Enemy Forces. *Identify enemy forces and appraise their general capabilities. Describe the enemy's disposition, location, strength, and probable courses of action. Identify known or potential terrorist threats and adversaries within the AO. Refer to Annex B (Intelligence) as required.*

d. (U) Friendly Forces. *Briefly identify the missions of friendly forces and the objectives, goals, and missions of civilian organizations that impact the issuing headquarters in following subparagraphs:*

(1) (U) Higher Headquarters' Mission and Intent. *Identify and state the mission and commander's intent for headquarters two levels up and one level up from the issuing headquarters.*

(a) (U) Higher Headquarters Two Levels Up. *Identify the higher headquarters two levels up the paragraph heading (for example, Joint Task Force-18).*

1 (U) Mission.

2 (U) Commander's Intent.

(b) (U) Higher Headquarters. *Identify the higher headquarters one level up in the paragraph heading (for example, 1st (US) Armored Division).*

1 (U) Mission.

2 (U) Commander's Intent.

(2) (U) Missions of Adjacent Units. *Identify and state the missions of adjacent units and other units whose actions have a significant impact on the issuing headquarters.*

e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. *Identify and state the objective or goals and primary tasks of those non-Department of Defense organizations that have a significant role within the AO. Refer to Annex V (Interagency Coordination) as required.*

f. (U) Civil Considerations. *Describe the critical aspects of the civil situation that impact operations. Refer to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) as required.*

g. (U) Attachments and Detachments. *List units attached to or detached from the issuing headquarters. State when each attachment or detachment is effective (for example, on order, on commitment of the reserve) if different from the effective time of the OPLAN/OPORD. Do not repeat information already listed in Annex A (Task Organization).*

h. (U) Assumptions. *List assumptions used in the development of the OPLAN/OPORD*

2. (U) Mission. *State the unit's mission—a short description of the who, what (task), when, where, and why (purpose) that clearly indicates the action to be taken and the reason for doing so.*

3. (U) Execution. *Describe how the commander intends to accomplish the mission in terms of the commander's intent, an overarching concept of operations, schemes of employment for each warfighting function, assessment, specified tasks to subordinate units, and key coordinating instructions in the subparagraphs below.*

[page number]

[CLASSIFICATION]

Continued on next page

Plans & Orders

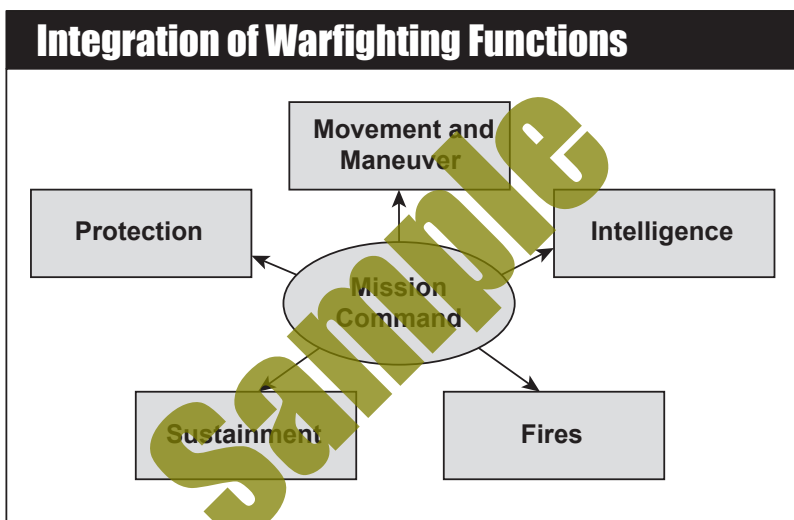
Continued on next page

II. Mission Command Warfighting Function

Ref: ADP 6-0, Mission Command (May '12), chap. 3.

Commanders, assisted by their staffs, conceptualize and apply capabilities in terms of combat power to accomplish the mission. Combat power consists of eight elements: leadership, information, and the six warfighting functions—mission command, movement and maneuver, intelligence, fires, sustainment, and protection. Each warfighting function consists of related tasks and a system, united by a common purpose that commanders use to achieve objectives and accomplish missions.

See p. 1-7 for an overview of the six warfighting functions from ADRP 3-0.



Ref: ADRP 6-0, Mission Command, fig. 3-1, p. 3-1.

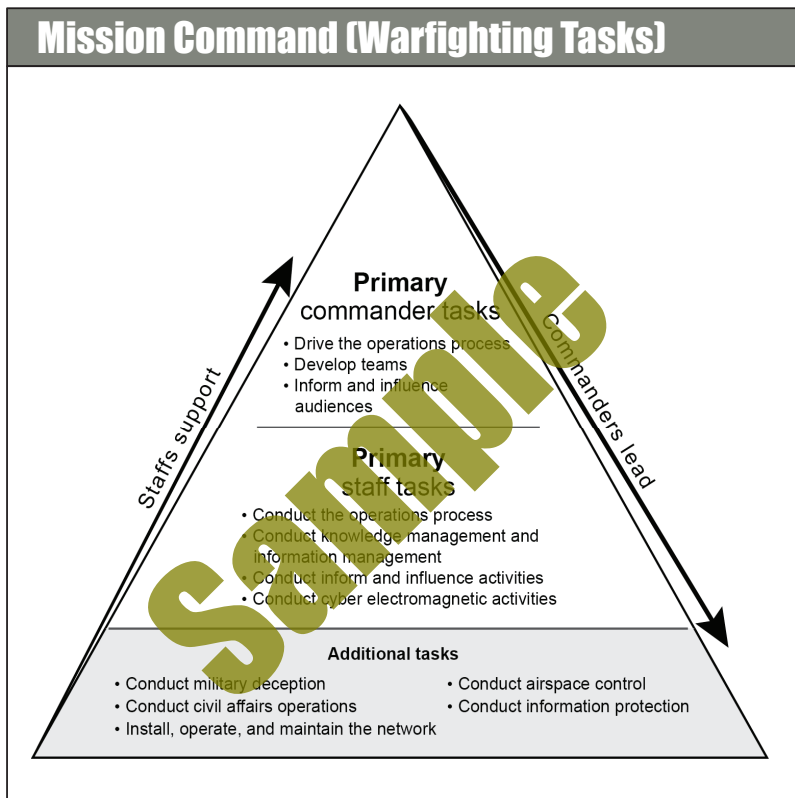
The mission command warfighting function is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other war fighting functions (ADRP 3-0). It consists of the related tasks and a mission command system that support the exercise of authority and direction by the commander. Through the mission command warfighting function, commanders integrate the other warfighting functions into a coherent whole to mass the effects of combat power at the decisive place and time.



Refer to AODS5: The Army Operations & Doctrine SMARTbook for complete discussion of the fundamentals, principles and tenets of Army operations and organization (ADP/ADRP 3-0 Operations, 2016); chapters on each of the six warfighting functions: mission command (ADP/ADRP 6-0), movement and maneuver (ADPs 3-90, 3-07, 3-28, 3-05), intelligence (ADP/ADRP 2-0), fires (ADP/ADRP 3-09), sustainment (ADP/ADRP 4-0), and protection (ADP/ADRP 3-37); Doctrine 2015 guide and glossary of terms.

I. Mission Command Warfighting Function Tasks

The mission command warfighting function tasks define what commanders and staffs do to integrate the other warfighting functions. They include mutually supporting commander, staff, and additional tasks. The commander leads the staff tasks, and the staff tasks fully support the commander in executing the commander tasks. Commanders, assisted by their staffs, integrate numerous processes and activities within the headquarters and across the force as they exercise mission command.



Ref: ADRP 6-0, *Mission Command*, fig. 3-2, p. 3-2.

Commanders are the central figures in mission command. Throughout operations, commanders balance their time between leading their staffs through the operations process and providing purpose, direction, and motivation to subordinate commanders and Soldiers. Commanders encourage disciplined initiative through a clear commander's intent while providing enough direction to integrate and synchronize the actions of the force at the decisive place and time. Commanders create positive command climates that foster mutual trust and shared understanding within their command and with unified action partners.

The staff supports the commander and subordinate commanders in understanding situations, decision making, and implementing decisions throughout the conduct of operations.

C. Additional Tasks

Ref: ADRP 6-0, *Mission Command* (May '12), p. 3-7.

Commanders, assisted by their staffs, integrate five additional mission command warfighting function tasks. These are:

1. Conduct Military Deception

Commanders may use military deception to establish conditions favorable to success. Military deception is actions executed to deliberately mislead adversary military decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission (JP 3-13.4). Commanders use military deception to confuse an adversary, to deter hostile actions, and to increase the potential of successful friendly actions. It targets adversary decision makers and affects their decision making process. Military deception can enhance the likelihood of success by causing an adversary to take (or not to take) specific actions, not just to believe certain things.

2. Conduct Civil Affairs Operations

Commanders use civil affairs operations to engage the civil component of the operational environment. Military forces interact with the civilian populace during operations. A supportive civilian population can provide resources and information that facilitate friendly operations. A hostile civilian population can threaten the operations of deployed friendly forces. Commanders use civil affairs operations to enhance the relationship between military forces and civil authorities in areas where military forces are present. Civil affairs operations are usually conducted by civil affairs forces due to the complexities and demands for specialized capabilities. (See Army doctrine on civil affairs for more information.)

3. Install, Operate, and Maintain the Network

Commanders rely on technical networks to communicate information and control forces. Technical networks facilitate information flow by connecting information users and information producers and enable effective and efficient information flow. Technical networks help shape and influence operations by getting information to decision makers, with adequate context, enabling them to make better decisions. They also assist commanders in projecting their decisions across the force. (See Army doctrine on network operations for more information.)

4. Conduct Airspace Control

Commanders conduct airspace control to increase combat effectiveness. Airspace control promotes the safe, efficient, and flexible use of airspace with minimum restraint on airspace users, and includes the coordination, integration, and regulation of airspace to increase operational effectiveness. Effective airspace control reduces the risk of fratricide, enhances air defense operations, and permits greater flexibility of operations. (See Army doctrine on airspace control for more information.)

5. Conduct Information Protection

Information protection is active or passive measures used to safeguard and defend friendly information and information systems. It denies enemies, adversaries, and others the opportunity to exploit friendly information and information systems for their own purposes. It is accomplished through active and passive means designed to help protect the force and preserve combat power.

III. Command Post (CP) Organization/Operations

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), chap. 1.

This section describes how commanders organize their headquarters into command posts during the conduct of operations. This section defines the different types of command posts and describes their purposes. Next, this section discusses the effectiveness and survivability factors commanders consider when organizing their command posts. This section also describes how commanders cross-functionally organize their staffs within command posts into functional and integrating cells. The section concludes by providing guidelines for command post operations, including the importance of establishing standard operating procedures (SOPs) for the headquarters.

Refer to JP 3-33 for more information on an Army headquarters serving as a joint headquarters.

I. Command Post Organization

In operations, effective mission command requires continuous, close coordination, synchronization, and information sharing across staff sections. To promote this, commanders cross-functionally organize elements of staff sections in command posts (CPs) and CP cells. Additional staff integration occurs in meetings, including working groups and boards.

A. Command Posts

A command post is a unit headquarters where the commander and staff perform their activities. The headquarters' design, combined with robust communications, gives commanders a flexible mission command structure consisting of a main CP, a tactical CP, and a command group for brigades, divisions, and corps. Combined arms battalions are also resourced with a combat trains CP and a field trains CP. Theater army headquarters are resourced with a main CP and a contingency CP. See appropriate echelon manuals for doctrine on specific CP and headquarters' organization. Each CP performs specific functions by design as well as tasks the commander assigns. Activities common in all CPs include, but are not limited to:

- Maintaining running estimates and the common operational picture
- Controlling operations
- Assessing operations
- Developing and disseminating orders
- Coordinating with higher, lower, and adjacent units
- Conducting knowledge management and information management
- Conducting network operations
- Providing a facility for the commander to control operations, issue orders, and conduct rehearsals
- Maintaining the common operational picture
- Performing CP administration (examples include sleep plans, security, and feeding schedules)
- Supporting the commander's decisionmaking process

Sample Shift-Change Briefing

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), table 1-1, p. 1-1.

Current mission and commander's intent (COS [XO])

Enemy situation (G-2 [S-2])

- Significant threat or local populace attitudes and actions during the last shift.
- Current enemy situation and changes in the most likely enemy courses of action
- Anticipated significant threat or undesired local populace activity in the next 12/24/48 hours
- Changes in priority intelligence requirements (PIRs)
- Weather update and weather effects on operations in the next 12/24/48 hours.
- Changes to information collection priorities.
- Status of information collection units and capabilities.

Civil Situation (G-9 [S-9])

- Significant actions by the population during the last shift
- Current civil situation
- Disposition and status of civil affairs units and capabilities
- Significant activities involving the population anticipated during the next shift

Friendly situation (G-3 [S-3])

- Significant friendly actions during the last shift
- Subordinate units' disposition and status
- Higher and adjacent units' disposition and status
- Major changes to the task organization and tasks to subordinate units that occurred during the last shift
- Answers to CCIRs and changes in CCIRs
- Changes to reconnaissance and surveillance
- Disposition and status of selected reconnaissance and surveillance units and capabilities
- Answers to FFIRs and changes in FFIRs
- Significant activities/decisions scheduled for next shift (decision support matrix)
- Anticipated planning requirements

Running estimate summaries by warfighting function and staff section —

- | | |
|-----------------------------------|--------------------|
| • Fires | • Chemical officer |
| • Air liaison officer | • Provost marshal |
| • Aviation officer | • G-1 (S-1) |
| • Air and missile defense officer | • G-4 (S-4) |
| • G-7 (S-7) | • G-6 (S-6) |
| • Engineer officer | |

Briefings include—

- Any significant activities that occurred during the last shift
- The disposition and status of units within their area of expertise
- Any changes that have staff wide implications (for example, "higher headquarters changed the controlled supply rate for 120 mm HE, so that means...").
- Upcoming activities and anticipated changes during the next shift

CP operations and administration (headquarters commandant or senior operations NCO).

- | | |
|----------------------|---|
| • CP logistic issues | • CP displacement plan and proposed new locations |
| • CP security | • Priority of work |

COS or XO guidance to the next shift, including staff priorities and changes to the battle rhythm.

II. Liaison Duties

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 13-7 to 13-8.

LNOs also inform the receiving unit's commander or staff of the sending unit's needs or requirements. The LNO's ability to rapidly clarify questions about the sending unit can keep the receiving unit from wasting planning time. During the liaison tour, LNOs:

- Arrive at the designated location on time
- Promote cooperation between the sending and receiving unit
- Follow the receiving unit's communication procedures
- Actively obtain information without interfering with receiving unit operations
- Facilitate understanding of the sending unit's commander's intent
- Help the sending unit's commander assess current and future operations
- Remain informed of the sending unit's current situation and provide that information to the receiving unit's commander and staff
- Expeditiously inform the sending unit of the receiving unit's upcoming missions, tasks, and orders
- Ensure the sending unit has a copy of the receiving unit's SOP
- Inform the receiving unit's commander or COS (XO) of the content of reports transmitted to the sending unit
- Keep a record of their reports, listing everyone met (including each person's name, rank, duty position, and telephone number)
- Attempt to resolve issues within receiving unit before involving the sending unit
- Notify the sending unit promptly if unable to accomplish the liaison mission
- Report their departure to the receiving unit's commander at the end of their mission
- Arrive at least two hours before any scheduled briefings
- Check in with security and complete any required documentation
- Present your credentials to the COS (XO)
- Arrange for an "office call" with the commander
- Meet the coordinating and special staff officers
- Notify the sending unit of arrival
- Visit staff elements, brief them on the sending unit's situation, and collect information from them
- Deliver all correspondence designated for the receiving unit
- Annotate on all overlays the security classification, title, map scale, grid intersection points, effective date-time group, and date-time group received
- Pick up all correspondence for the sending unit when departing
- Inform the receiving unit of your departure time, return route, and expected arrival time at the sending unit

After the Tour

After returning to the sending unit, LNOs promptly transmit the receiving unit's requests to the sending unit's commander or staff, as appropriate. They also brief the COS (XO) on mission-related liaison activities and prepare written reports, as appropriate.

Accuracy is paramount. Effective LNOs provide clear, concise, complete information. If the accuracy of information is not certain, they quote the source and include the source in the report. LNOs limit their remarks to mission-related observations.

- Deliver all correspondence
- Brief the COS (XO) and the appropriate staff elements
- Prepare the necessary reports
- Clearly state what you did and did not learn from the mission

IV. Military Deception Planning Steps

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), pp. 11-6 to 11-7.

The basic steps of military deception planning come together during COA analysis, comparison, and approval and are overseen by the military deception officer. (These are MDMP steps 2, 3, and 4. See chapter 9 for a detailed discussion of the MDMP.) The G-5 (S-5)-developed COAs provide the basis for military deception COAs. The military deception officer develops military deception COAs in conjunction with the G-5 (S-5). Basing the military deception COAs on the operational COAs ensures deception COAs are feasible, practical, and nested and effectively support the operational COAs.

The military deception officer and G-5(S-5) planners consider the military deception COAs as the staff war-games the COAs. They analyze the strengths and weaknesses of each military deception COA and compare it against the criteria established by the military deception officer for evaluating the military deception COAs.

The military deception officer, working with the G-5 (S-5) planners, prepares the military deception plan after the commander approves the military deception COA. Once the G-5 (S-5) planner completes, coordinates, and reviews the military deception for consistency, it is presented to the commander for tentative approval. To ensure synchronization of military deception at all levels, approval authority for military deception resides two echelons above the originating command. After the approving authority has approved the military deception plan, it becomes a part of the operation plan (OPLAN) or operation order (OPORD). It is important that military deception plans are not widely distributed. In order to ensure every opportunity to succeed and to protect the military deception from compromise, access to the military deception operation is strictly limited to those with a need to know.

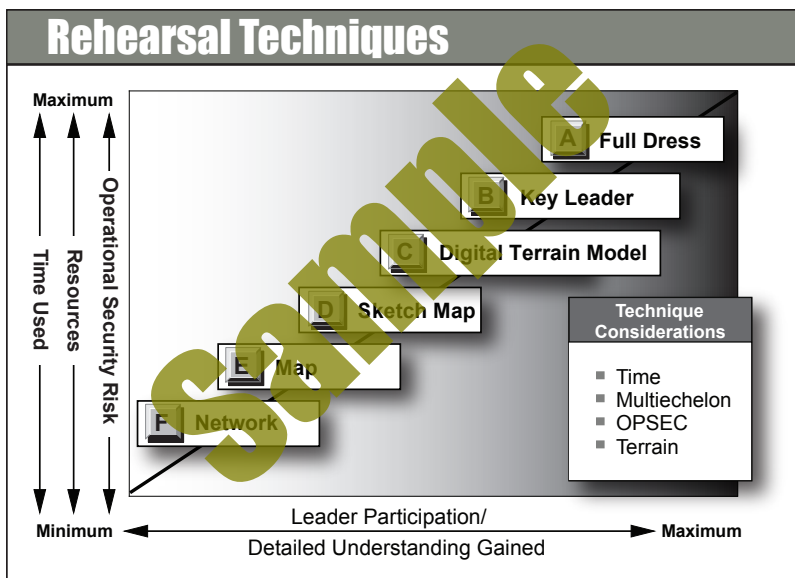
The military deception officer ensures that each military deception plan is properly constructed. There are ten steps in military deception planning:

- Step 1—Determine the military deception goal
- Step 2—Determine the deception objective
- Step 3—Identify the military deception target
- Step 4—Identify required perceptions of the military deception target
- Step 5—Develop the military deception story
- Step 6—Identify the military deception means
- Step 7—Develop military deception events
- Step 8—Develop OPSEC and other protection measures
- Step 9—Develop assessment criteria
- Step 10—Develop a termination plan

I. Rehearsals

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), chap. 12.

Rehearsals allow leaders and their Soldiers to practice executing key aspects of the concept of operations. These actions help Soldiers orient themselves to their environment and other units before executing the operation. Rehearsals help Soldiers to build a lasting mental picture of the sequence of key actions within the operation. Rehearsals are the commander's tool to ensure staffs and subordinates understand the commander's intent and the concept of operations. They allow commanders and staffs to identify shortcomings (errors or omissions) in the plan not previously recognized. Rehearsals also contribute to external and internal coordination as the staff identifies additional coordinating requirements.



Ref: FM 6-0 (C1), *Commander & Staff Organization and Operations*, fig. 12-1, p. 12-3.

Effective and efficient units habitually rehearse during training. Commanders at every level routinely train and practice various rehearsal types and techniques. Local standard operating procedures (SOPs) identify appropriate rehearsal types, techniques, and standards for their execution. All leaders conduct periodic after action reviews to ensure their units conduct rehearsals to standard and correct substandard performances. After action reviews also enable leaders to incorporate lessons learned into existing plans and orders, or into subsequent rehearsals.

I. Methods of Rehearsals

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 12-2 to 12-6.

Techniques for conducting rehearsals are limited only by the commander's imagination and available resources. Generally, six techniques are used for executing rehearsals.

A. Full-dress Rehearsal

A full-dress rehearsal produces the most detailed understanding of the operation. It involves every participating soldier and system. If possible, organizations execute full-dress rehearsals under the same conditions-weather, time of day, terrain, and use of live ammunition-that the force expects to encounter during the actual operation.

- **Time.** Full-dress rehearsals are the most time consuming of all rehearsal types. For companies and smaller units, the full-dress rehearsal is the most effective technique for ensuring all involved in the operation understand their parts. However, brigade and task force commanders consider the time their subordinates need to plan and prepare when deciding whether to conduct a full-dress rehearsal.
- **Echelons involved.** A subordinate unit can perform a full-dress rehearsal as part of a larger organization's reduced-force rehearsal.
- **OPSEC.** Moving a large part of the force may attract enemy attention. Commanders develop a plan to protect the rehearsal from enemy surveillance and reconnaissance. One method is to develop a plan, including graphics and radio frequencies, that rehearses selected actions but does not compromise the actual OPORD. Commanders take care to not confuse subordinates when doing this.
- **Terrain.** Terrain management for a full-dress rehearsal can be difficult if it is not considered during the initial array of forces. The rehearsal area must be identified, secured, cleared, and maintained throughout the rehearsal.

B. Key Leader Rehearsal

Circumstances may prohibit a rehearsal with all members of the unit. A key leader rehearsal involves only key leaders of the organization and its subordinate units. Often commanders use this technique to rehearse fire control measures for an engagement area during defensive operations. Commanders often use a reduced-force rehearsal to prepare key leaders for a full-dress rehearsal.

- **Time.** A reduced-force rehearsal normally requires less time than a full-dress rehearsal. Commanders consider the time their subordinates need to plan and prepare when deciding whether to conduct a reduced-force rehearsal.
- **Echelons involved.** A small unit can perform a full-dress rehearsal as part of a larger organization's reduced-force rehearsal.
- **OPSEC.** A reduced-force rehearsal is less likely to present an OPSEC vulnerability than a full-dress rehearsal because the number of participants is smaller. However, the number of radio transmissions required is the same as for a full-dress rehearsal and remains a consideration.
- **Terrain.** Terrain management for the reduced-force rehearsal can be just as difficult as for the full-dress rehearsal. The rehearsal area must be identified, secured, cleared, and maintained throughout the rehearsal.

C. Terrain-model Rehearsal (or "Digital" Terrain-model)

The terrain-model rehearsal is the most popular rehearsal technique. It takes less time and fewer resources than a full-dress or reduced-force rehearsal. When possible, commanders place the terrain model where it overlooks the actual terrain of the AO. (reverse slope for OPSEC, though). The model's orientation coincides with that of the terrain. The size of the terrain model can vary from small (using markers to represent units) to large (on which the participants can walk).

III. Rehearsal Types

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 12-1 to 12-2.

Each rehearsal type achieves a different result and has a specific place in the preparation timeline.

A. Backbrief

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

The back brief 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. Back briefs require the fewest resources and are often the only option under time-constrained conditions. Subordinate leaders explain their actions from start to finish of the mission. Back briefs are performed sequentially, with all leaders reviewing their tasks. When time is available, back briefs can be combined with other types of rehearsals. Doing this lets all subordinate leaders coordinate their plans before performing more elaborate drills.

B. Combined Arms Rehearsal

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.

C. Support Rehearsal

The support rehearsal helps synchronize each war fighting function with the overall operation. This rehearsal supports the operation so units can accomplish their missions. Throughout preparation, units conduct support rehearsals within the framework of a single or limited number of war fighting functions. These rehearsals typically involve coordination and procedure drills for aviation, fires, engineer support, or casualty evacuation. Support rehearsals and combined arms rehearsals complement preparations for the operation. Units may conduct rehearsals separately and then combine them into full-dress rehearsals. Although these rehearsals differ slightly by warfighting function, they achieve the same result.

D. Battle Drill or SOP Rehearsal

A battle drill is a collective action rapidly executed without applying a deliberate decision making process. A battle drill or SOP rehearsal ensures that all participants understand a technique or a specific set of procedures. Throughout preparation, units and staffs rehearse battle drills and SOPs. These rehearsals do not need a completed order from higher headquarters. Leaders place priority on those drills or actions they anticipate occurring during the operation. For example, a transportation platoon may rehearse a battle drill on reacting to an ambush while waiting to begin movement.

All echelons use these rehearsal types; however, they are most common for platoons, squads, and sections. They are conducted throughout preparation and are not limited to published battle drills. All echelons can rehearse such actions as a command post shift change, an obstacle breach lane-marking SOP, or a refuel-on-the-move site operation.

The Rehearsal Script

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 12-10 to 12-11.

An effective rehearsal follows a prescribed agenda that everyone knows and understands.

Agenda

An effective rehearsal includes, but is not limited to:

- Roll call
- Participant orientation to the terrain
- Location of local civilians
- Enemy situation brief
- Friendly situation brief
- Description of expected adversary actions
- Discussion of friendly unit actions
- Review of notes made by the recorder

The execution matrix, decision support template, and operation order outline the rehearsal agenda. These tools, especially the execution matrix, both drive and focus the rehearsal. The commander and staff use them to control the operation's execution. Any templates, matrices, or tools developed within each of the warfighting functions (for example an intelligence synchronization matrix or fires execution matrix) should tie directly to the supported unit's execution matrix and decision support template.

An effective rehearsal requires the enemy force and other operational environmental factors to be portrayed realistically and quickly without distracting from the rehearsal. One technique for doing this has the G-2 (S-2) preparing an actions checklist. It lists a sequence of events much like the one for friendly units but from the enemy or civilian perspective.

Response Sequence

Participants respond in a logical sequence: either by war fighting function or by unit as the organization is deployed, from front to rear. The commander determines the sequence before the rehearsal. It is posted at the rehearsal site, and the rehearsal director may restate it.

Effective rehearsals allow participants to visualize and synchronize the concept of operations. As the rehearsal proceeds, participants talk through the concept of operations. They focus on key events and the synchronization required to achieve the desired effects. The commander commands the rehearsal. The commander gives orders during the operation. Subordinate commanders enter and leave the discussion at the time they expect to begin and end their tasks or activities during the operation. This practice helps the commander assess the adequacy of synchronization. They do not "re-war-game" unless absolutely necessary to ensure subordinate unit commanders understand the plan.

The rehearsal director emphasizes integrating fires, events that trigger different branch actions, and actions on contact. The chief of fires (fire support officer) or fires unit commander states when fires are initiated, who is firing, from where the firing comes, the ammunition available, and the desired target effect. Subordinate commanders state when they initiate fires per their fire support plans. The rehearsal director speaks for any absent staff section and ensures all actions on the synchronization matrix and decision support template are addressed at the proper time or event.

The rehearsal director ensures that key sustainment and protection actions are included in the rehearsal at the times they are executed. Failure to do this reduces the value of the rehearsal as a coordination tool.

II. The After Action Review (AAR)

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), chap. 16 and *A Leader's Guide to After Action Reviews* (Aug '12)

An after action review (AAR) is a guided analysis of an organization's performance, conducted at appropriate times during and at the conclusion of a training event or operation with the objective of improving future performance. It includes a facilitator, event participants, and other observers (ADRP 7-0, Training Units and Developing Leaders, Aug '12). The AAR provides valuable feedback essential to correcting training deficiencies. Feedback must be direct, on-the-spot and standards-based.

After Action Review Steps



Plan the AAR



Prepare the AAR



Conduct the AAR



Follow-up (using AAR results)

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations*, p. 16-3.

AARs are a professional discussion of an event that enables Soldiers/units to discover for themselves what happened and develop a strategy (e.g., retraining) for improving performance. They provide candid insights into strengths and weaknesses from various perspectives and feedback, and focus directly on the commander's intent, training objectives and standards. Leaders know and enforce standards for collective and individual tasks. Task standards are performance measures found in the respective training and evaluation outlines (T&EO) found on the Army Training Network (ATN) and the Digital Training Management System (DTMS).

Leaders must avoid creating the environment of a critique during AARs. Because Soldiers and leaders participating in an AAR actively self-discover what happened and why, they learn and remember more than they would from a critique alone. A critique only gives one viewpoint and frequently provides little opportunity for discussion of events by participants. The climate of the critique, focusing only on what is wrong, prevents candid and open discussion of training events and stifles learning and team building.

Leaders make on-the-spot corrections and take responsibility for training Soldiers and units. This occurs when leaders understand the commander's intent and the tasks to be trained, and then exercise the principles of Mission Command to improve Soldier, leader, and unit performance. Units that conduct AARs and empower subordinates to make on-the-spot corrections are more effective.

Types Of After Action Reviews

Two types of after action reviews exist: formal and informal. Commanders generally conduct formal action reviews after completing a mission. Normally, only informal after action reviews are possible during the conduct of operations.

Types of After-Action Reviews

Formal Reviews	Informal Reviews
■ Conducted by either internal or external leaders and external observer and controllers (OC)	■ Conducted by internal chain of command
■ Takes more time to prepare	■ Takes less time to prepare
■ Uses complex training aids	■ Uses simple training aids
■ Scheduled - events and / or tasks are identified beforehand	■ Conducted as needed. Primarily based on leaders assessment
■ Conducted where best supported	■ Held at the training site

Ref: *A Leader's Guide to After Action Reviews*, p. 5.

A. Formal

Leaders plan formal after action reviews when they complete an operation or otherwise realize they have the need, time, and resources available. Formal after action reviews require more planning and preparation than informal after action reviews. Formal after action reviews require site reconnaissance and selection; coordination for aids (such as terrain models and large scale maps); and selection, setup, maintenance, and security of the after action review site. During formal after action reviews, the after action review facilitator (unit leader or other facilitator) provides an overview of the operation and focuses the discussion on topics the after action review plan identifies. At the conclusion, the facilitator reviews identified and discussed key points and issues, and summarizes strengths and weaknesses.

B. Informal

Leaders use informal after action reviews as on-the-spot coaching tools while reviewing Soldier and unit performance during or immediately after execution. Informal after action reviews involve all Soldiers. These after action reviews provide immediate feedback to Soldiers, leaders, and units after execution. Ideas and solutions leaders gathered during informal after action reviews can be applied immediately as the unit continues operations. Successful solutions can be identified and transferred as lessons learned.

The After Action Review (AAR)

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 16-3 to 16-4.

Formal and informal after action reviews generally follow the same format:

1. Review what was supposed to happen

The facilitator and participants review what was supposed to happen. This review is based on the commander's intent for the operation, unit operation or fragmentary orders (FRAGORDs), the mission, and the concept of operations.

2. Establish what happened

The facilitator and participants determine to the extent possible what actually happened during execution. Unit records and reports form the basis of this determination. An account describing actual events as closely as possible is vital to an effective discussion. The assistant chief of staff, intelligence (G-2 [S-2]) provides input about the operation from the enemy's perspective.

3. Determine what was right or wrong with what happened

Determine what was right or wrong with what happened. Participants establish the strong and weak points of their performance. The facilitator guides discussions so that the conclusions the participants reach are operationally sound, consistent with Army standards, and relevant to the operational environment.

4. Determine how the task should be done differently the next time

The facilitator helps the chain of command lead the group in determining how participants might perform the task more effectively. The intended result is organizational and individual learning that can be applied to future operations. If successful, this learning can be disseminated as lessons learned.

Leaders understand that not all tasks will be performed to standard. In their initial planning, they allocate time and other resources for retraining after execution or before the next operation. Retraining allows participants to apply the lessons learned from after action reviews and implement corrective actions. Retraining should be conducted at the earliest opportunity to translate observations and evaluations from after action reviews into performance in operations. Commanders ensure Soldiers understand that training is incomplete until the identified corrections in performance have been achieved.

After action reviews are often tiered as multi-echelon leader development tools. Following a session involving all participants, senior commanders may continue after action reviews with selected leaders as extended professional discussions. These discussions usually include a more specific review of leader contributions to the operation's results. Commanders use this opportunity to help subordinate leaders master current skills and prepare them for future responsibilities. After action reviews are opportunities for knowledge transfer through teaching, coaching, and mentoring.

Commanders conduct a final after action review during recovery after an operation. This after action review may include a facilitator. Unit leaders review and discuss the operation. Weakesses or shortcomings identified during earlier after action reviews are identified again and discussed. If time permits, the unit conducts training to correct these weaknesses or shortcomings in preparation for future operations.

Lessons learned can be disseminated in at least three ways. First, participants may make notes to use in retraining themselves and their sections or units. Second, facilitators may gather their own and participants' notes for collation and analysis before dissemination and storage for others to use. Dissemination includes forwarding lessons to other units conducting similar operations as well as to the Center for Army Lessons Learned, doctrinal proponents, and generating force agencies. Third, units should publicize future successful applications of lessons as lessons learned.

Step 3. Executing After Action Reviews

Ref: FM 6-0 (C1), *Commander and Staff Organization and Operations* (May '15), pp. 16-6 to 16-7.

Facilitators start an after action review by reviewing its purpose and sequence: the ground rules, the objectives, and a summary of the operation that emphasizes the functions or events to be covered. This ensures that everyone present understands what the commander expects the after action review to accomplish.

III. Conducting the AAR

- 1. Introduction and rules**
- 2. AAR agenda: commander's mission, intent and concept of the operation (what was supposed to happen).**
- 3. Summary of events (what happened)**
 - **Identify what was right or wrong**
 - **Determine how the task should be done differently**
- 4. Closing comments (summary)**

1. Introduction and Rules

The following rules apply to all after action reviews. Facilitators emphasize them in their introduction.

- An after action review is a dynamic, candid, professional discussion that focuses on unit performance. Everyone with an insight, observation, or question participates. Total participation is necessary to maintain unit strengths and to identify and correct deficiencies.
- An after action review is not a critique. No one—regardless of rank, position, or strength of personality—has all the information or answers. After action reviews maximize learning benefits by allowing Soldiers to learn from each other.
- An after action review assesses weaknesses to improve and strengths to sustain.

Soldier participation is directly related to the atmosphere created during the introduction. Effective facilitators draw in Soldiers who seem reluctant to participate. The following ideas can help create an atmosphere conducive to maximum participation:

- Reinforce the fact that it is permissible to disagree
- Focus on learning and encourage Soldiers to give honest opinions
- Use open-ended and leading questions to guide the discussion
- Facilitators enter the discussion only when necessary

2. Review of Objectives and Intent

After the introduction, facilitators review the after action review's objectives. This review includes the following:

- A restatement of the events, themes, or issues being reviewed
- The mission and commander's intent (what was supposed to happen)
- The enemy's mission and intent (how the enemy tried to defeat the force)

The commander or a facilitator restates the mission and commander's intent. Facilitators may guide the discussion to ensure that everyone present understands the plan and intent. Another method is to have subordinate leaders restate the mission and discuss the commander's intent. Automated information systems, maps, operational graphics, terrain boards, and other aids can help portray this information.

Intelligence personnel then explain as much of the enemy plan and actions as they know. The same aids the friendly force commander used can help participants understand how the plans related to each other.

3. Summary of Events (What Happened)

The facilitator guides the review, using one of the methods to describe and discuss what actually happened. Facilitators avoid asking yes-or-no questions. They encourage participation and guide the discussion by using open-ended and leading questions. Open-ended questions allow those answering to reply based on what they think is significant. These questions are less likely to put Soldiers on the defensive. Open-ended questions work more effectively in finding out what happened.

As the discussion expands and more Soldiers add their perspectives, what really happened becomes clearer. Facilitators do not tell Soldiers and leaders what was good or bad. Instead, they ensure that the discussion reveals the important issues, both positive and negative. Facilitators may want to expand this discussion and ask, "What could have been done differently?" Skillful guiding of the discussion ensures that participants do not gloss over mistakes or weaknesses.

4. Closing Comments (Summary)

During the summary, facilitators review and summarize key points identified during the discussion. The after action review should end on a positive note, linking conclusions to learning and possible training. Facilitators then depart to allow unit leaders and Soldiers time to discuss the learning in private.

The After Action Report

One of the most important collection techniques used in the Army and many other organizations is the after action report. The concept of the after action report can be easily adapted to fit any unit's lessons learned program.

The after action report provides observations and insights from the lessons learned that allow the unit to reflect on the successes and shortcomings of the operation, and share these lessons with the Army.

The reporting unit organizes the after action report in a logical order, usually by operational phase or warfighting function. It should be arranged chronologically when doing so facilitates the understanding and flow of the information reported. Documenting what worked well should receive as much attention as what did not.

FM 6-0, Table 16-1 on pages 16-8 and 16-9 is an example of what a commander and staff may elect to cover in their unit's written after action report. This approved brigade after action report template can apply across all echelons.

I. Operational Terms & Acronyms

Ref: ADRP 1-02, Operational Terms and Military Symbols (Feb '15).

ADRP 1-02, Operational Terms and Military Symbols

Army Doctrine Reference Publication (ADRP) 1-02 constitutes approved Army doctrinal terminology and symbology for general use. It builds on the foundational doctrine established in Army Doctrine Publication (ADP) 1-02.

The Feb 2015 revision of Army Doctrine Reference Publication (ADRP) 1-02 compiles definitions of all Army terms approved for use in Army doctrinal publications, including Army doctrine publications (ADPs), Army Doctrine Reference Publications (ADRP's), field manuals (FMs), and Army techniques publications (ATPs). It also includes joint terms appearing in the glossaries of Army doctrinal publications as of January 2014. ADRP 1-02 also lists shortened forms (whether considered acronyms or abbreviations) approved for use in Army doctrinal publications. In addition, unlike the 2013 edition of ADRP 1-02, this revision incorporates North Atlantic Treaty Organization (NATO) terms appearing in the glossaries of Army doctrinal publications as of January 2014.

The principal audience for ADRP 1-02 is all members of the profession of Arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host nation laws and regulations. Commanders at all echelons ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual [FM] 27-10.)

ADRP 1-02 uses joint terms where applicable. ADRP 1-02 applies to the Active Army, Army ADRP 1-02 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

ADP 5-0 and ADRP 5-0 (New & Modified Terms)

ADRP 5-0, Introductory Table-1. New Army terms

Term	Remarks
Army design methodology	Replaces design.

ADRP 5-0, Introductory Table-2. Modified Army terms

Term	Remarks
assessment	Adopts the joint definition.
design	Formal definition replaced by Army design methodology.
direct support	Modifies the definition.
general support-reinforcing	Modifies the definition.
military decisionmaking process	Modifies the definition.
operational approach	Adopts the joint definition.
planning	Modifies the definition modified.

Glossary (ADRP 5-0/6-0)

This glossary -- compiled from both ADRP 5-0 The Operations Process (Aug '12) and ADRP 6-0 Mission Command (May '12)-- lists operational planning and mission command-related acronyms and terms with Army or joint definitions. Where Army and Joint definitions differ, (Army) precedes the definition. Terms for which ADRP 5-0 or ADRP 6-0 is the proponent are marked with an asterisk () as appropriate. The proponent publication for other terms is listed in parentheses after the definition.*

administrative control - Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (JP 1)

airspace control - A process used to increase operational effectiveness by promoting the safe, efficient, and flexible use of airspace. (JP 3-52)

Army design methodology - A methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them. (ADP 5-0)

art of command - The creative and skillful exercise of authority through timely decision making and leadership. (ADP 6-0)

assessment - Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

assign - (Joint) To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the unit or personnel for the primary function, or greater portion of the functions, of the unit or personnel. (JP 3-0)

attach - (Joint) The placement of units or personnel in an organization where such placement is relatively temporary. (JP 3-0)

Authority - The delegated power to judge, act, or command. (ADP 6-0)

battle rhythm - (Joint) A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (JP 3-33)

***civil considerations** - The influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations.

***collaborative planning** - Commanders, subordinate commanders, staffs, and other partners sharing information, knowledge, perceptions, ideas, and concepts regardless of physical location throughout the planning process.

command - The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1)

commander's critical information requirement - An information requirement identified by the commander as being critical to facilitating timely decisionmaking. (JP 3-0)

II. Military Symbology Basics

Ref: ADRP 1-02, *Operational Terms and Military Symbols* (Feb '15), chap. 3

This section discusses framed symbols, locations of amplifiers, the bounding octagon, and the locations of icons and modifiers. It also discusses the building process for framed symbols and unframed symbols.

A military symbol is a graphic representation of a unit, equipment, installation, activity, control measure, or tactical task relevant to military operations that is used for planning or to represent the common operational picture on a map, display, or overlay. Military symbols are governed by the rules in Military Standard (MIL-STD) 2525D.

Military symbols fall into two categories: framed, which includes unit, equipment, installation, and activity symbols; and unframed, which includes control measure and tactical symbols:

A. Framed

A framed symbol is composed of a frame, color (fill), icon, modifiers, and amplifiers.

Framed symbols include:

- Unit, individuals, and organization symbols (see pp. 7-17 to 7-20)
- Equipment symbols (see pp. 7-22 to 7-23)
- Installation symbols (see p. 7-21)
- Activity symbols (see p. 7-24)

B. Unframed

Control measure symbols and mission task verb symbols are unframed symbols. They conform to special rules for their own elements. Unframed symbols include:

- Control measure symbols (see pp. 7-25 to 7-30)
- Tactical symbols (see pp. 7-31 to 7-34)

Tactical Mission Task Symbols

The tactical mission task symbols are graphical representations of many of the tactical tasks. However, not all tactical tasks have an associated symbol. Tactical task symbols are for use in course of action sketches, synchronization matrixes, and maneuver sketches. They do not replace any part of the operation order. The tactical task symbols should be scaled to fit the map scale and the size of unit represented.

See pp. 7-31 to 7-34.

A. Framed Symbols

Ref: ADRP 1-02, *Operational Terms and Military Symbols* (Aug '12), pp. 3-1 to 3-3.

The frame is the border of a symbol. It does not include associated information inside or outside of the border. The frame serves as the base to which other symbol components are added. The frame indicates the standard identity, physical domain, and status of the object being represented.

Standard Identity

Standard identity reflects the relationship between the viewer and the operational object being monitored. The standard identity categories are unknown, assumed friend, friend, neutral, suspect, and hostile.

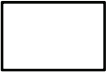











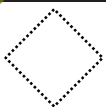


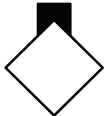



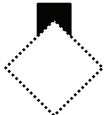


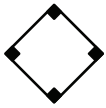

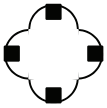
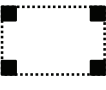
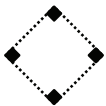
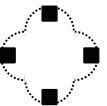
Standard identity	Friendly	Hostile	Neutral	Unknown
	Assumed friend	Suspect		Pending
Unit				
				
Equipment				
				
Installation				
				
Activity				
				

Table 3-1. Frame shapes for standard identities.

In the realm of surface operation symbols, a circle or rectangle frame is to denote friend or assumed friend standard identity, a diamond frame to denote hostile or suspect standard identity, a square frame to denote neutral standard identity, and a quatrefoil frame to denote unknown and pending standard identity. Table 3-1 shows frame shapes for standard identities for land symbols.

Physical Domain

The physical domain defines the primary mission area for the object within the operational environment. An object can have a mission area above the earth's surface (in the air domain or space domain), on the earth's surface, or below the earth's surface (that is, in the land domain or maritime domain). The land domain includes those mission areas on the land surface or close to the surface (such as caves, mines, and underground shelters). Maritime surface units are depicted in the sea surface dimension.

Aircraft, regardless of Service ownership, are depicted in the air dimension while air facilities are depicted as land installations. Land equipment is depicted in the land dimension. Likewise, a landing craft whose primary mission is ferrying personnel or equipment to and from shore are represented in the sea surface dimension. However, a landing craft whose primary mission is to fight on land is a ground asset and is represented in the land dimension.

Status

Status indicates whether an operational object exists at the location identified (status is "present" or "confirmed"), will in the future reside at that location (status is "planned" or "anticipated"), or is thought to reside at that location (suspected). The symbol frame is a solid line when indicating a present status and a dashed line when indicating anticipated, planned, or suspected status. When the standard identity of the frame is uncertain, as is the case for assumed friend, suspect, or pending, the status cannot be displayed. Additionally, the status cannot be shown when the symbol is unframed (equipment only) or is displayed as a dot.





	Present	Planned
Friendly		
Hostile		

Table 3-2. Examples of status.

Color (Fill)

In framed symbols, color provides a redundant clue with regard to standard identity. The fill is the interior area within a symbol. If color is not used, the fill is transparent. In unframed symbols (equipment), color is the sole indicator of standard identity, excluding text amplifiers. Blue for friendly or assumed friend, red for hostile or suspect, green for neutral, and yellow for unknown or pending are the default colors used to designate standard identity. Affiliation color without the fill may also be used for the frame, main icon, and modifiers.

Icons for Framed Symbols

The icon is the innermost part of a symbol. The icon provides an abstract pictorial or alphanumeric representation of units, equipment, installations, or activities. This publication distinguishes between icons that must be framed and icons for which framing is optional.

Modifiers for Framed Symbols

A modifier provides an abstract pictorial or alphanumeric representation, displayed in conjunction with an icon. The modifier provides additional information about the icon (unit, equipment, installation, or activity) being displayed. Modifiers conform to the bounding octagon and are placed either above or below the icon. ADRP 1-02 defines various types of modifiers and indicates where each is to be placed in relation to the icon within the symbol.

Main Icons for Individuals (Civilian) and Organizations

Ref: ADRP 1-02, Operational Terms and Military Symbols (Feb '15), pp. 4-42 to 4-50.

Symbols for individuals and organizations represent civilians and normally do not have prescribed structures. Organization symbols can reflect civic, ethnic, religious, social, or other groupings. Icons in the main sector reflect the main function of the icon.

Function	Icon
Fire department	
Governmental	GO
Nongovernmental	NGO
Pirates	
Police department	
Unspecified individual or organization	
Unspecified individual Note: Only this icon uses the vertical bounding octagon. All other icons in this table use the horizontal bounding octagon.	
Unspecified organization	
Criminal activities victim	
Criminal activities victims	
Attempted criminal activities victim	
Attempted criminal activities victims	

Table 4-11. Main icons for civilian individuals and organizations.

Sector 1 Modifiers

Sector 1 modifiers reflect the function of civilian individuals or organizations.

	Characteristic	Modifier
Types of killing victims	Assassinated	AS
	Executed	EX
	Murdered	MU
Types of criminal activities victims	Hijacked	H
	Kidnapped	K
	Piracy	PI
	Rape	RA
Types of civilian individuals and organizations	Displaced persons, refugees, and evacuees	DPRE
	Foreign fighters	FF
	Gang	GANG
	Leader	LDR
	Religious	REL
	Terrorist	TER

Table 4-14. Sector 1 modifiers for civilian individuals and organizations.

Table 4-15. Sector 2 modifiers for civilian individuals and organizations

Sector 2 Modifiers

Sector 2 modifiers reflect the nature of the relationship of civilian individuals or organizations.

Characteristic	Modifier	Example of modifier with friendly unit frame: Note: This does not imply that individuals and organizations are friendly, but only serves as a single frame reference for the symbol. Example of most common usage
Horizontal bounding octagon		
Vertical bounding octagon		
Types of recruitment		
Coerced	CR	
Willing	WR	
Leader	LDR	

Chap 7

IV. Equipment, Installations, Activities

Ref: ADRP 1-02, Operational Terms and Military Symbols (Feb '15), chaps. 5, 6 & 7.

Main Icons for Installations

Ref: ADRP 1-02, Operational Terms and Military Symbols (Aug '12), chap. 6.
Installations are sites that incorporate permanent, semipermanent, and temporary structures. Icons in the main sector reflect the main function of the symbol.

Function	Icon
Airport	
Electric power plant	
Mass grave	
Mine	
Sea port	
Telecommunications	

Table 6-1. Main icons for installations.

Sector 1 Modifiers for Installations

Sector 1 modifiers reflect the specific capability of the installation.

	Description	Modifier
Electric power plant fuel source	Coal	CO
	Geothermal	GT
	Hydroelectric	HY
	Natural gas	NG
	Petroleum	
	Description	Modifier
Telecommunications	Radio	R
	Telephone	T
	Television	TV

Table 6-2. Sector 1 modifiers for installations.

Sector 2 Modifiers for Installations

Sector 2 modifiers reflect the specific type of installation.

Description	Modifier
Production	PROD
Repair	RPR
Research	RSH
Service	SVC
Storage	STOR
Test	TEST

Table 6-3. Sector 2 modifiers for installations

Control Measure Symbols

Ref: ADRP 1-02, Operational Terms and Military Symbols (Feb '15), tables 8-1 to 8-7.

Mission Command (C2)

Type	Icon
Points	
Coordination point	
Decision point	
Checkpoint	CKP
Linkup point	LU
Passage point	PP
Rally point	RLY
Release point	RP
Start point	SP
Type	Icon
Lines	
Light line	LL
Type	Icon
Areas	
Area of operations	AO
Named area of interest	NAI
Targeted area of interest	TAI

Movement and Maneuver (cont)

Type	Icon
Offensive	
Axis of advance	
Airborne/aviation (supporting attack)	
Main attack	
Supporting attack	
Direction of attack	
Aviation (main attack)	
Main attack	
Supporting attack	
Points	
Target reference point	
Lines	
Bridgehead line	BL
Final coordination line	FCL
Holding line	HL
Limit of advance	LOA
Line of departure	LD
Line of departure/line of contact	LD/LC
Probable line of deployment	PLD
Release line	RL
Areas	
Assault position	ASLT
Attack position	ATK
Objective	OBJ
Special areas	
Airhead/airhead line	

Movement and Maneuver

Type	Icon
General Points	
Point of interest	
Lines	
Forward line of troops	
Handover line	HL
Phase line	PL
Areas	
Assembly area	AA
Drop zone	DZ
Extraction zone	EZ
Landing zone	LZ
Pickup zone	PZ
Defensive Points	
Combat outpost	
Observation post	
Lines	
Final protective line	FPL
Areas	
Battle position	


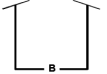

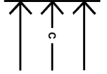





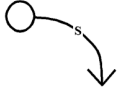
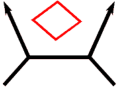
Note: The side opposite (field 6) always faces toward the hostile force.

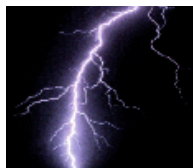
Intelligence

Type	Icon
Decoy/dummy/feint/phony	

Note: The icon refers to another control measure icon, such as axis of advance, direction of attack, or minefield.

C. Actions by Friendly Forces

Attack by Fire		<i>Attack-by-fire</i> 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		<i>Breach</i> 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		<i>Bypass</i> 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		<i>Clear</i> is a tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area.
Control	No graphic	<i>Control</i> 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 for successful friendly operations.
Counterrecon	No graphic	<i>Counterreconnaissance</i> is a tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance and surveillance efforts.
Disengage	No graphic	<i>Disengage</i> 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	No graphic	<i>Exfiltrate</i> 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		<i>Follow and assume</i> 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. The follow-and-assume force is not a reserve but is committed to accomplish specific tasks.
Follow and Support		<i>Follow and support</i> is a tactical mission task in which a committed force follows and supports a lead force conducting an offensive operation. The follow-and-support force is not a reserve but is a force committed to specific tasks.
Occupy		<i>Occupy</i> 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	No graphic	<i>Reduce</i> is a tactical mission task that involves the destruction of an encircled or bypassed enemy force.
Retain		<i>Retain</i> is a tactical mission task in which the cdr ensures that a terrain feature controlled by a friendly force remains free of enemy occupation or use. The commander assigning this task must specify the area to retain and the duration of the retention, which is time- or event-driven.
Secure		<i>Secure</i> 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. This task normally involves conducting area security operations.
Seize		<i>Seize</i> is a tactical mission task that involves taking possession of a designated area by using overwhelming force. An enemy force can no longer place direct fire on an objective that has been seized.
Support by Fire		<i>Support-by-fire</i> 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. The primary objective of the support force is normally to fix and suppress the enemy so he cannot effectively fire on the maneuvering force.



(BSS5) Index

A

Acronyms and Abbreviations, 4-15
Actions by Friendly Forces, 7-33
Additional Tasks, 5-16
Adjustment Decisions, 1-60
Administrative Instructions, 4-15
Advantages and Disadvantages Analysis, 2-49
Airspace Control, 3-2
After Action Review (AAR), 6-13, 6-15
Airspace Control Measures, 7-29
Approving the Plan or Order, 2-56
Area of Influence, 1-20
Area of Interest, 1-20, 3-11
Area of Operations, 1-20, 3-11
Army Command and Support Relationships, 4-9
Army Design Methodology, 1-34, 1-46
Army Planning Methodologies, 1-27
Array Forces, 2-32
ASCOPE (Civil Considerations), 3-24
Assess, 1-15
Assess (Combat Assessment), 3-57
Assessment and Decision-making, 1-57
Assessment, 1-67
Assessment Process, 1-67
Assign Headquarters, 2-35
Assigned, 4-9, 4-10
Assumptions, 2-19
Attached, 4-9, 4-10

Attachments (Annexes, Appendixes, Tabs, and Exhibits), 4-18, 4-28
Attack Guidance Matrix (AGM), 3-52
Available Assets, 2-18
Avenue of Approach (AA), 3-14
Avenue-in-Depth Method, 2-42

B

Backbrief, 6-6
Battle Damage Assessment (BDA), 3-57
Battle Drill or SOP Rehearsal, 6-6
Battle Rhythm, 1-12, 5-26
Belt Method, 2-42
Box Method, 2-42
Branch, 4-4

C

Campaign Plan, 4-4
Change Indicators, 1-62
Civil Considerations (ASCOPE), 1-17, 3-24
Classification Markings, 4-16
Cohesive Teams, 5-4
Collaboration and Dialogue, 1-12
Combat Effectiveness Amplifiers (Field 12), 7-19
Combat Power, 1-22
Combined Arms Rehearsal, 6-6
Command and Support Relationships, 4-9
Command Group, 5-18
Command Posts, 5-17, 7-19
Command Post Operations, 5-19
Commander's Activities, 1-13

Commander's Critical Information Requirements (CCIR), 1-19, 2-21
Commander's Decision, 2-53
Commander's Initial Guidance, 2-10
Commander's Intent, 1-18, 1-42, 5-4
Commander's Planning Guidance, 2-27, 2-53
Common Operational Picture (COP), 3-9
Compare Courses of Action, 2-50
Concealment and Cover, 3-15
Concept of Operations, 1-42
Concept Plan, 4-4
Conducting the After Action Review, 6-20
Conducting the Rehearsal, 6-7
Constraints, 2-19
Continuing Activities, 1-25, 3-2
Control Measures, 1-43, 7-25
Coordinating Instructions, 1-43
Course of Action (COA) Briefing, 2-36
Course of Action (COA) Decision Briefing, 2-52
Course of Action (COA) Screening Criteria, 2-31
Course of Action (COA) Statements and Sketches, 2-36
Create or Refine Threat/Adversary Models, 3-28
Creative Thinking, 1-11
Crisis Action Planning (CAP), 1-33
Critical and Creative Thinking, 1-11

Critical Events, 2-39
Critical Facts, 2-19
Current Operations Cell, 5-25

D

Decide, 3-48
Decide, Detect, Deliver, Assess (D3A), 3-51
Decision Matrix, 2-51
Decision Points, 2-39
Decision Support Template (DST), 1-61
Decision Support Tools, 1-61
Decisionmaking during Execution, 1-56
Decisive Action, 1-8
Decisive-Shaping-Sustaining, 1-21
Deep-Close-Security, 1-21
Defense Support of Civil Authority (DSCA) Tasks, 1-9
Defensive Tasks, 1-8
Deliberate Planning, 1-33
Deliberate Targeting, 3-47
Deliver, 3-55
Demonstration, 5-37
Describe, 1-14
Desired Effects, 3-56
Destructive Fire, 3-53
Detect, 3-54
Direct Support, 4-11
Direct, 1-15
Display, 5-37
Dynamic Targeting, 3-47

E

Early Entry Command Post (EECP), 5-19
Echelon Amplifiers (Field 6), 7-15, 7-18
Effective War Game Results, 2-47
Effectiveness Factors (CPs), 5-20
Effects of Fires, 3-53
Effects on Enemy Forces, 7-32
Elements of Combat Power, 1-22

Equipment, Installations, Activities, 7-21
Essential Elements of Friendly Information (EEFI), 1-19, 2-21
Essential Tasks, 2-18
Evaluate the Threat/Adversary, 3-26
Evaluation Criteria, 1-70, 2-28
Event Template and Matrix, 3-44
Example Plan and Order Formats, 4-20
Execution Decisions, 1-60
Execution Matrix, 1-61
Execution, 1-53
Expressing Time, 4-20

F

Facts, 2-19
Feint, 5-37
Fires, 3-47, 7-29
Fires and Targeting (D3A), 3-47
Formal AARs, 6-14
Formal Assessment Plans, 1-72
Fragmentary Order (FRAGORD), 4-5 4-32
Frame an Operational Environment, 1-37
Frame the Problem, 1-38
Framed Symbols, 7-10
Framing, 1-34
Friendly Force Intelligence Requirement (FFIR), 1-19, 2-21
Full-dress Rehearsal, 6-2
Full-Frame Icons for Units, 7-18
Functional Cells, 5-24
Functional Damage Assessment, 3-58
Fundamentals of Execution, 1-54
Future Operations Cell, 5-25

G

Gather the Tools, 2-39
General Support, 4-11
General Support-Reinforcing, 4-11
Generate Options, 2-30
Guidance for Plans, 4-2

H

Harassing Fire, 3-53
Hazards, 3-62
High-Payoff Target List (HPTL), 3-48
High-Value Target List (HVTL), 3-34

I

Identifying Pages, 4-20
Implement, 1-66
Implied Tasks, 2-18
Indicators, 1-71
Individuals (Civilians) and Organizations, 7-20
Informal AARs, 6-14
Information, 5-6
Initial Allocation of Available Time, 2-9
Initial Assessment, 2-8
Initial CCIR and EEFI, 2-21
Initial Collection Requirements, 3-44
Initial Commander's Intent, 2-26
Initial Information Collection Plan, 2-22
Initial Planning Guidance, 2-26
Integrating Cells, 5-25
Integrating Processes, 1-24, 3-1
Intelligence Collection Plan, 3-50
Intelligence Estimate, 3-8
Intelligence Preparation of the Battlefield (IPB), 2-13, 3-3, 3-6
Intelligence Running Estimate, 3-9
Intelligence Summary (INTSUM), 3-9

J

Joint Operation Planning, 1-32

K

Key Leader Rehearsal, 6-2
Key Terrain, 3-14

L

Lead, 1-15
Liaison, 5-29
Liaison Considerations, 5-34
Liaison Duties, 5-31
Liaison Elements, 5-30
Liaison Fundamentals, 5-29
Liaison Responsibilities, 5-32
List all Friendly Forces, 2-39
List Assumptions, 2-39

M

Main and Supporting Efforts, 1-21
Main Command Post (Main CP), 5-18
Main Icons for Units, 7-17
Map Rehearsal, 6-3
MDMP Step I. Receipt of Mission, 2-7
MDMP Step II. Mission Analysis, 2-11
MDMP Step III. COA Development, 2-29
MDMP Step IV. COA Analysis and War-Gaming, 2-37
MDMP Step V. COA Comparison, 2-49
MDMP Step VI. COA Approval, 2-53
MDMP Step VII. Orders Production, 2-55
Measures of Effectiveness (MOEs), 1-70
Measures of Performance (MOPs), 1-70
Meetings, 5-27
Military Aspects of Terrain (OAKOC), 1-17
Military Aspects of the Weather, 3-22
Military Deception, 5-35

Military Deception in Support of Operations, 5-36
Military Deception in the Operations Process, 5-40
Military Deception Planning Steps, 5-39
Military Deception Process and Capability, 5-35
Military Decisionmaking Process (MDMP), 1-41, 2-1
Military Symbology Basics, 7-9
Mission Analysis Briefing, 2-24
Mission Command, 1-6, 5-1, 7-28
Mission Command Overview, 5-1
Mission Command System, 5-9
Mission Command Warfighting Function, 5-7
Mission Orders, 4-3, 5-5
Mission Statement, 1-42
Mission Symbols, 7-31
Mission Variables (METT-TC), 1-46
Mobility Indicator Amplifier (Field 13), 7-23
Modified Combined Obstacle Overlay (MCOO), 3-19, 3-20
Movement and Maneuver, 7-28
Munitions Effectiveness Assessment (MEA), 3-57

N

Naming Conventions, 4-16
Nature of Operations, 1-6
Network Rehearsal, 6-3
Neutralization Fire, 3-53
Numbering Pages, 4-20

O

Observation and Fields of Fire, 3-14
Obstacles, 3-15
Offensive Tasks, 1-8
Offset Indicators (Field 11), 7-19

One-Third, Two-Thirds Rule
Operation Order (OPORD), 4-5, 4-22
Operation Plan (OPLAN), 4-4, 4-22
Operational Approach, 1-40
Operational Art, 1-35
Operational Control, 4-9, 4-10
Operational Deception, 5-26
Operational Design, 1-35
Operational Framework, 1-20
Operational Terms & Acronyms, 7-1
Operational Variables (PMESII-PT), 1-16, 3-24
Operations Process, 1-1
Operations Synchronization Meeting, 5-26
Order of Battle, 3-28
Organic, 4-9, 4-10
Outline Format (Sample), 4-14
Overlay Order Format (Example), 4-30
Overlays, 3-42

P

Parallel and Collaborative Planning, 2-9
Physical Damage Assessment, 3-58
Place and Direction Designations, 4-15
Planned Targets, 3-55
Planning, 1-27
Planning Guidance, 1-18
Planning in a Time-Constrained Environment, 2-57
Plans and Orders Crosswalk, 2-56
Plans and Orders Reconciliation, 2-55
Plans and Orders, 4-1
Plans Cell, 5-25
Plans-to-Ops Transition, 2-56
Point, Line, Boundary, and Area Symbols, 7-26
Preparation, 1-47

Principles of Joint Operations, 1-26
Principles of Military Deception, 5-35
Principles of Mission Command, 5-4
Principles of the Operations Process, 1-10
Principles of War, 1-26
Priority Intelligence Requirement (PIR), 1-19, 2-21
Problem Solving Steps, 1-30
Proposed Mission Statement, 2-24
Proposed Problem Statement, 2-23
Protection, 7-29
Prudent Risk, 1-55, 5-5

Q

Qualitative Indicator, 1-71
Quantitative Indicator, 1-71

R

Rapid Decisionmaking and Synchronization Process (RDSP), 1-64
Reattack Recommendation, 3-58
Reframing, 1-41
Rehearsal, 6-1
Rehearsal Responsibilities, 6-4
Rehearsal Techniques, 6-2
Rehearsal Types, 6-6
Reinforced, Detached or Both (Field 1), 7-19
Reinforcing, 4-11
Relative Combat Power, 2-30
Risk Management (RM), 2-19, 2-20, 3-59
Role of Commanders and Staff, 2-6
Running Estimates, 1-12, 2-4
Ruse, 5-37

S

Secure and Protect the Force, 1-52
Seize the Initiative through Action, 1-54

Sequel, 4-4
Shared Understanding, 5-4
Shift-Change Briefings, 5-22, 5-23
Situation Template, 3-40
Situational Understanding, 1-11
Sketch Note Technique, 2-45
Sketch-map Rehearsal, 6-3
Specified Tasks, 2-18
Stability Tasks, 1-9
Staff, 1-56
Staff Mission Analysis Guidelines, 2-14
Staff Relationships, 5-15
Staff Tasks, 5-12
Standing Operating Procedures, 5-19
Strategic Deception, 5-26
Support Rehearsal, 6-6
Support Relationships, 4-9
Supporting Plan, 4-4
Suppressive Fire, 3-53
Survivability Factors (CPs), 5-21
Sustainment, 7-29
Synchronization Method, 2-44

T

Tactical Command Post (Tactical CP), 5-18
Tactical Control, 4-9, 4-10
Tactical Deception, 5-26
Tactical Mission Tasks, 7-31, 7-34
Target Selection Standards (TSS), 3-50
Target System Assessment, 3-58
Targets of Opportunity, 3-56
Target-Value Analysis (TVA), 3-35
Task Organization, 4-7
Tasks to Subordinate Units, 1-43
Technical Decisions, 3-56
Technique to Record and Display Results, 2-44

Terrain Management, 3-2
Terrain-model Rehearsal, 6-2
Themes and Messages, 2-23
Threat/Adversary Courses of Action, 3-36
Threat/Adversary Models, 3-28
Threat/Adversary Overlay, 3-18
Threat/Adversary Template, 3-32
Time-Constrained Environment, 2-57
Time-Saving Techniques, 2-58
Troop Leading Procedures (TLP), 1-46, 2-59, 2-62

U

Understand, 1-13
Unframed Symbols, 7-14
Unified Land Operations (Army), 1-7
Unit Listing Sequence, 4-12
Units, Individuals, and Organizations, 7-17
Unnamed Dates and Times, 4-17
Use of Available Time, 2-22

V

Variances, 1-60
Verbal Orders, 4-1
Visualize, 1-14

W

Warfighting Functions, 1-23
War-Gaming, 2-37
War-Game Briefing (Optional), 2-48
War-Game Methods, 2-42
War-Gaming Responsibilities, 2-40
War-Gaming Rules, 2-38
Warning Order (WARNORD), 4-5, 4-21
Weather, 3-2
Working Groups and Boards, 5-27
Written Orders, 4-1



SMARTbooks

INTELLECTUAL FUEL FOR THE MILITARY

Recognized as a **“whole of government”** doctrinal reference standard by military, national security and government professionals around the world, SMARTbooks comprise a **comprehensive professional library** designed with all levels of Soldiers, Sailors, Airmen, Marines and Civilians in mind.



The SMARTbook reference series is used by **military, national security, and government professionals** around the world at the organizational/ institutional level; operational units and agencies across the full range of operations and activities; military/government education and professional development courses; combatant command and joint force headquarters; and allied, coalition and multinational partner support and training.

View, download FREE samples and purchase online:

www.TheLightningPress.com



The Lightning Press is a **service-disabled, veteran-owned small business**, DOD-approved vendor and federally registered — to include the SAM, WAWF, FBO, and FEDPAY.



SMARTbooks

INTELLECTUAL FUEL FOR THE MILITARY

MILITARY REFERENCE: JOINT & SERVICE-LEVEL

Recognized as a “whole of government” doctrinal reference standard by military professionals around the world, SMARTbooks comprise a comprehensive professional library.



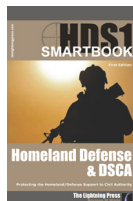
MILITARY REFERENCE: MULTI-SERVICE & SPECIALTY

SMARTbooks can be used as quick reference guides during operations, as study guides at professional development courses, and as checklists in support of training.



HOMELAND DEFENSE, DSCA, & DISASTER RESPONSE

Disaster can strike anytime, anywhere. It takes many forms—a hurricane, an earthquake, a tornado, a flood, a fire, a hazardous spill, or an act of terrorism.



The Lightning Press is a **service-disabled, veteran-owned small business**, DOD-approved vendor and federally registered — to include the SAM, WAWF, FBO, and FEDPAY.

RECOGNIZED AS THE DOCTRINAL REFERENCE STANDARD BY MILITARY PROFESSIONALS AROUND THE WORLD.

JOINT STRATEGIC, INTERAGENCY, & NATIONAL SECURITY

The 21st century presents a global environment characterized by regional instability, failed states, weapons proliferation, global terrorism and unconventional threats.



THREAT, OPFOR, REGIONAL & CULTURAL

In today's complicated and uncertain world, the military must be ready to meet the challenges of any type of conflict, in all kinds of places, and against all kinds of threats.



DIGITAL SMARTBOOKS (eBooks)

Our eBooks are a true "A-B" solution! Solution A is that our digital SMARTbooks are available and authorized to a user's Adobe ID and can be transferred to up to six computers and devices via Adobe Digital Editions, with free software available for **85+ devices and platforms—including PC and MAC, iPad, Android Tablets and Phones, and more.** Solution B is that you can also use our digital SMARTbooks through our dedicated SMARTbooks iPad App!



View, download FREE samples and purchase online:

www.TheLightningPress.com

www.TheLightningPress.com

Purchase/Order

SMARTsavings on SMARTbooks! Save big when you order our titles together in a SMARTset bundle. It's the most popular & least expensive way to buy, and a great way to build your professional library. If you need a quote or have special requests, please contact us by one of the methods below!

View, download **FREE** samples and purchase online:

www.TheLightningPress.com



Order **SECURE** Online

Web: www.TheLightningPress.com

Email: SMARTbooks@TheLightningPress.com



Phone Orders, Customer Service & Quotes

Live customer service and phone orders available
Mon - Fri 0900-1800 EST at (863) 409-8084



24-hour Voicemail/Fax/Order

Record or fax your order (or request a call back)
by voicemail at 1-800-997-8827



Mail, Check & Money Order

2227 Arrowhead Blvd., Lakeland, FL 33813

Government/Unit/Bulk Sales



The Lightning Press is a **service-disabled, veteran-owned small business**, DOD-approved vendor and federally registered—to include the SAM, WAWF, FBO, and FEDPAY.

We accept and process both **Government Purchase Cards** (GCPC/GPC) and **Purchase Orders** (PO/PR&Cs).

*The Lightning Press offers design, composition, printing and production services for units, schools and organizations wishing their own **tactical SOP, handbooks, and other doctrinal support materials**. We can start a project from scratch, or our SMARTbooks can be edited, custom-tailored and reproduced with unit-specific material for any unit, school or organization.*



BSS5
thelightingpress.com

the BATTLE STAFF SMARTBOOK

Fifth Edition

Leading, Planning and Conducting Military Operations



Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to **understand, visualize, and describe** their operational environment; make and articulate decisions; and direct, lead, and assess military operations.



The Army's framework for exercising **mission command** is the **operations process**: planning, preparing, executing, and continuously assessing the operation.



Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. **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.

Preparation is activities that units perform to improve their ability to execute an operation. **Execution** puts a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions. **Assessment** is continuously monitoring and evaluating the current situation and the progress of an operation.

DIME is our DOMAIN!

SMARTbooks: Reference Essentials for the Instruments of National Power

Part of our "Military Reference" Series



www.TheLightningPress.com