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THE Battle Staff

Completely Updated and Aligned with the Army's New **"Doctrine 2015"** Publications!

Plan & Design Prepare Execute Assess

The Operations Process (Doctrine 2015 Updates)

Understand, Visualize, Describe, Direct, Lead, and Assess

Military Decisionmaking Process & Troop Leading Procedures (MDMP & TLP)

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Plans & Orders (WARNOs, OPORDs and FRAGOs)

Mission Command, Command Posts & Liaison

Rehearsals & After Action Reviews

Operational Terms and Military Symbols

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SMARTbook

Fourth Revised Edition
incorporating Change 1 to BSS3
(ADRP 5-0/6-0/1-02 & ATTP 5-0.1)

The Lightning Press

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THE Battle Staff

Fourth Revised Edition

SMARTbook

incorporating CHANGE 1 to BSS3 (ADRP 5-0/6-0/1-02 SMARTupdate)

Change 1 (ADRP 5-0/6-0/1-02 SMARTupdate) to BSS3 updates/replaces material in the third edition Battle Staff SMARTbook (ISBN 978-0-9824859-4-1) with new material from the Army's new "Doctrine 2015" publications; along with "pen and ink" reference citation and terminology changes from ATTP 5-0.1, ADRP 2-0 and 3-09.
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Guide to Designing, Planning & Conducting Military Operations

Fourth Revised Edition

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Doctrine 2015 changes/updates include:

ADP/ADRP 5-0, The Operations Process (May '12), provides a discussion of planning, preparing, executing, and assessing operations. ADRP 5-0 updates doctrine on the operations process to include incorporating the Army's operational concept of **unified land operations (ADP 3-0)** and the principles of mission command (ADP 6-0). Overall, the doctrine in ADRP 5-0 remains consistent with FM 5-0, The Operations Process (2010); the most significant change is the restructuring of doctrinal information.

ADP/ADRP 6-0, Mission Command (May '12), presents the Army's guidance on command, control, and the mission command warfighting function. It describes how commanders, supported by their staffs, combine the art of command and the science of control to understand situations, make decisions, direct action, and accomplish missions. As with other "Doctrine 2015" publications, the significant change from FM 6-0 (2003), is the restructuring of doctrinal information.

ADP/ADRP 1-02, Operational Terms and Military Symbology (Aug '12), contains a compilation of Army operational terms, definitions, abbreviations, and acronyms as reflected in the latest editions of Army doctrinal publications. These terms are commonly used for the conduct of operations. These terms form the basis for the language of the land operations and should be understood by all professionals.

ATTP 5-0.1, Commander and Staff Officer Guide (Sept '11), includes many of the appendices previously found in FM 5-0 (2010) and FM 6-0 (2003) that addressed the "how to" of mission command. It provides leaders with a single consolidated reference to assist them with the tactics, techniques and procedures (TTP) associated with planning, preparing for, executing, and continually assessing operations.

ADP/ADRP 2-0, Intelligence (Aug '12), is the Army's reference publication for Army intelligence. It provides a common construct for intelligence doctrine from which Army forces adapt to conduct operations.

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Joint Publications (JPs)

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

Army "Doctrine 2015" Publications (ADP/ADRP/ATTP)

ADP/ADRP 1-02	Aug 2012	Operational Terms and Military Symbols
ADP/ADRP 2-0	Aug 2012	Intelligence
ADP/ADRP 3-0	May 2012	Unified Land 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 (INCL C-1)
ATTP 5-0.1	Sept 2012	Commander and Staff Officer Guide

Field Manuals (FMs) *Including Previous Editions and "Doctrine 2015" Adaptations*

FM 5-19	Aug 2006	Composite Risk Management
FM 6-01.1	Jul 2012	Knowledge Management Operations
FM 6-20-10*	May 1996	The Targeting Process *(superseded)*
FM 34-8-2*	May 1998	Intelligence Officer's Handbook *(out-of-print)*
FM 34-130*	Jul 1994	Intelligence Preparation of the Battlefield *(superseded by FM 2-01.3)*

Leader's Guides,Training Circulars and other Publications

CAC-TMD	Aug 2012	Leader's Guide to After Action Reviews (AAR) *(US Army Combined Army Center - Training Management Division)*
BCBL*	1995	Battle Command Techniques and Procedures *(out-of-print)*
CALL 93-3*	1993	The Battalion and Brigade Battle Staff *(out-of-print)*
CALL 96-12*	1996	Intelligence Preparation of the Battlefield *(out-of-print)*

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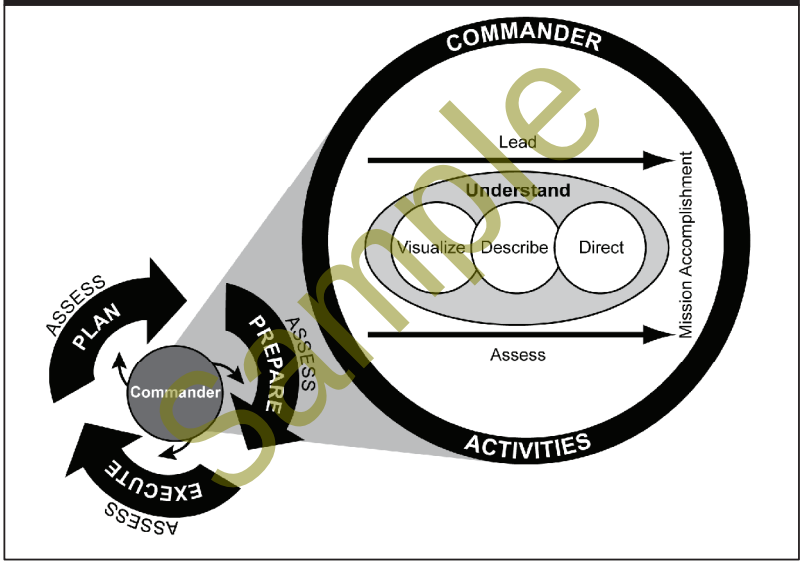
Chap 1

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. I.

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.

The Operations Process



Sample

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.

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ADRP 5-0: Major Changes (from FM 5-0)

Ref: ADP 5-0, The Operations Process (Mar '12), introduction.

ADRP 5-0 is a new publication that expands on the principles of the operations process found in ADP 5-0. **Overall, the doctrine in ADRP 5-0 remains consistent with Field Manual (FM) 5-0, The Operations Process. The most significant change from FM 5-0 is the restructuring of doctrinal information.** The principles of the operations process are now found in ADP 5-0 and ADRP 5-0. A new field manual (currently under development) will address the specific tactics and procedures associated with planning, preparing, executing, and assessing operations. In the interim, ATTP 5-0.1, Commander and Staff Officers Guide, contains these details.

ADRP 5-0 updates doctrine on the operations process to include incorporating the Army's operational concept of unified land operations found in ADP 3-0 and the principles of mission command found in ADP 6-0. While the major activities of the operations process have not changed, the following is a summary of changes by chapter.

ADRP 5-0 provides a starting point for conducting the operations process. It establishes a common frame of reference and offers intellectual tools Army leaders use to plan, prepare for, execute, and assess operations. By establishing a common approach and language for exercising mission command, doctrine promotes mutual understanding and enhances effectiveness during operations. The doctrine in this publication is a guide for action rather than a set of fixed rules. In operations, effective leaders recognize when and where doctrine, training, or even their experience no longer fits the situation, and adapt accordingly.

Chapter 1 describes the nature of operations in which commanders, supported by their staffs, exercise mission command. Next, this chapter defines and describes the operations process. A discussion of the principles commanders and staffs consider for the effective execution of the operations process follows. The chapter concludes with discussions of the integrating processes, continuing activities, battle rhythm, and running estimates. The following are significant changes from FM 5-0 in chapter 1. The principles of the operations process now include—

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

ADRP 5-0 adopts the joint definitions of operational approach, commander's intent, and risk management. ADRP 5-0 replaces the continuing activity of intelligence, surveillance, and reconnaissance with information collection.

Chapter 2 defines planning and plans and lists the values of effective planning. Next, this chapter describes integrated planning and operational art. The chapter next describes the Army's planning methodologies: Army design methodology, the military decisionmaking process, and troop leading procedures. This chapter then describes key components of a plan or order. This chapter concludes by offering guidelines for effective planning and describes planning pitfalls that commanders and staffs guard against. The following are significant changes from FM 5-0. ADRP 5-0—

- Retitles design to Army design methodology and modifies the definition
- Associates the Army design methodology with conceptual planning and operational art
- Modifies the definition of the military decisionmaking process
- Modifies step 7 of the military decisionmaking process from "orders production" to "orders production, dissemination, and transition"
- Reintroduces "key tasks" as a component of commander's intent
- Modifies guidelines to effective planning

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Chapter 3 defines preparation and lists the preparation activities commonly performed within the headquarters and across the force to improve the unit's ability to execute operations. The chapter concludes by providing guidelines for effective preparation. The following are significant changes from FM 5-0. ADRP 5-0—

- Adds the preparation activity "initiate network preparations"
- Modifies the preparation activity "initiate reconnaissance and surveillance" to "initiate information collection"
- Modifies the guidelines to effective preparation

Chapter 4 provides guidelines for effective execution. It describes the role of the commander and staff in directing and controlling current operations. Next, this chapter describes decisionmaking in execution. The chapter concludes with a discussion of the rapid decisionmaking and synchronization process. ADRP 5-0 modifies guidelines to effective execution to seize the initiative through action and accept prudent risk to exploit opportunities.

Chapter 5 defines assessment as a continuous activity of the operations process and describes its purpose. Next, it describes an assessment process and offers guidelines commanders and staffs consider for effective assessment. This chapter concludes with a discussion of assessment working groups and assessment support from operations research and systems analysis.

The following are significant changes from FM 5-0. ADRP 5-0—

- Adopts the joint definition of assessment
- Modifies guidelines to effective assessment

ATTP 5-0.1, Commander and Staff Officer Guide (Sept. '11)

The following appendixes formally found in FM 5-0 are now found in ATTP 5-0.1:

- Command post organization and operations
- Military decisionmaking process
- Troop leading procedures
- Army operation plan and order format
- Task organization formats
- Running estimates
- Formal assessment plans
- Rehearsals
- Military briefings

Sample

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

Introductory Table-1. New Army terms

Term	Remarks
Army design methodology	Replaces design.

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.

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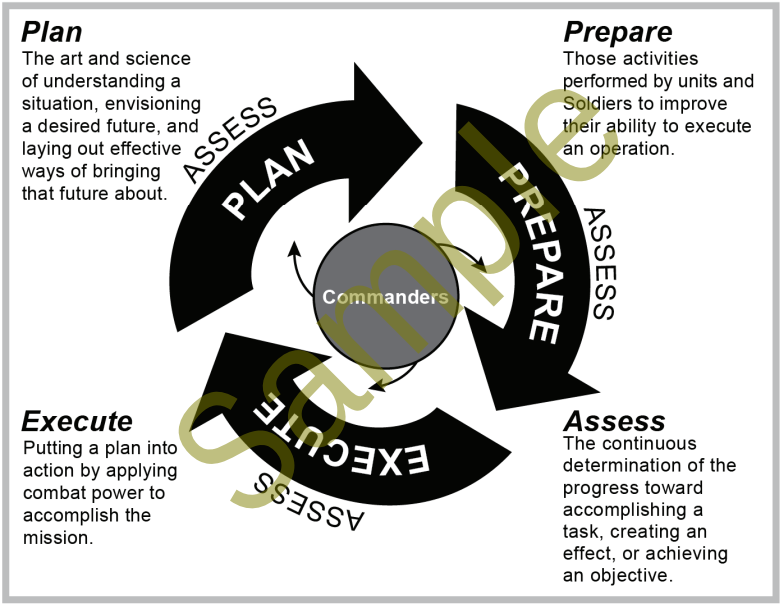
I. Activities of the Operations Process

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.



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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.

guided by...

Principles

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

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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. 1-65 to 1-72 for further discussion

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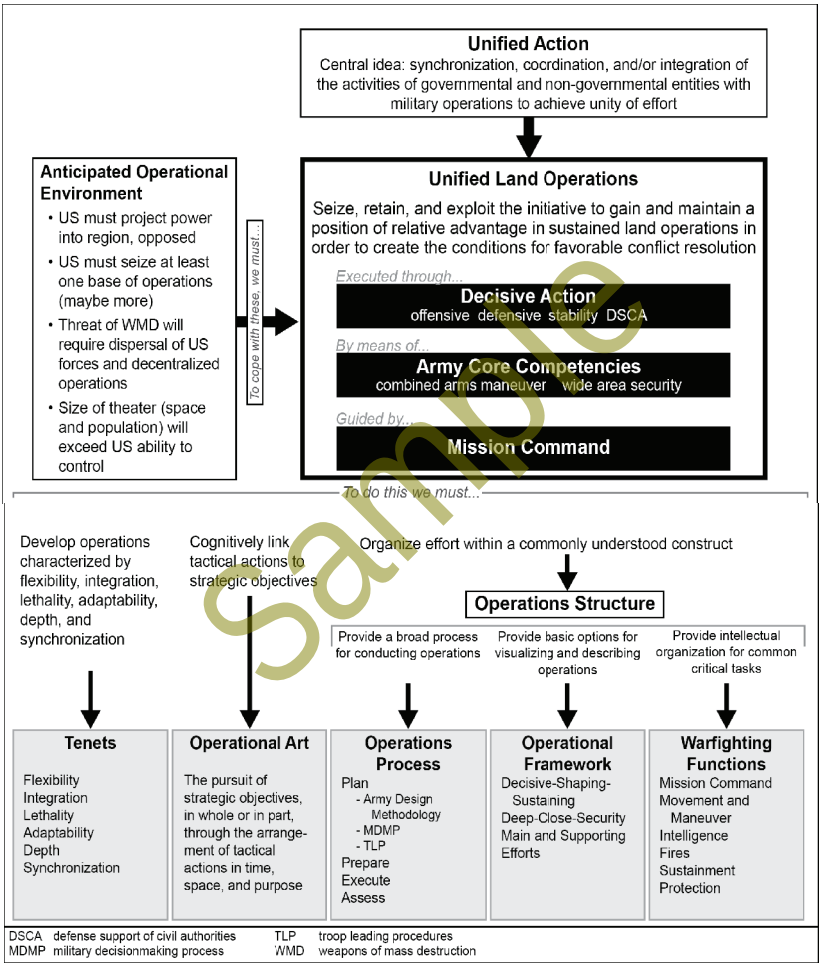
Unified Land Operations (Army)

Ref: ADP 3-0, Unified Land Operations (Oct '11).

Unified land operations describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. ADP 3-0, Unified Land Operations, is the Army's basic warfighting doctrine and is the Army's contribution to unified action.



Sample

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.

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Chap 2

The Military Decision-making Process (MDMP)

Ref: ATTP 5-0.1, Commander and Staff Officer Guide (Sept. '11), chap. 4.

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).

The Military Decisionmaking Process (MDMP)

Key Inputs	Steps	Key Outputs
▪ Higher headquarter's plan or order or a new mission anticipated by the cdr	I Receipt of Mission	▪ Commander's intial guidance ▪ Initial allocation of time
	WARNO	
▪ Higher HQs plan/order ▪ Higher HQs' knowledge and intelligence products ▪ Knowledge products from other organizations ▪ Design concept (if developed)	II Mission Analysis	▪ Problem statement ▪ Mission statement ▪ Initial commander's intent ▪ Initial planning guidance ▪ Initial CCIRs, and EEFIs ▪ Updated IPB & running estimates ▪ Assumptions
	WARNO	

▪ Mission statement
▪ Initial cdr's intent, planning guidance, CCIRs, and EEFIs
▪ Updated IPB and running estimates
▪ Assumptions
	III COA Development	▪ COA statements and sketches
		  -Tenative task organization
		  -Broad concept of operations
		▪ Revised planning guidance
		▪ Updated assumptions

▪ Update running estimates ▪ Revised planning guidance ▪ COA statements/sketches ▪ Updated assumptions	IV COA Analysis (War Game)	▪ Refined COAs ▪ Potential decision points ▪ War-game results ▪ Initial assessment measures ▪ Updated assumptions
▪ Update running estimates ▪ Refined COAs ▪ Evaluation criteria ▪ War-game results ▪ Updated assumptions	V COA Comparison	▪ Evaluated COAs ▪ Recommended COAs ▪ Updated running estimates ▪ Updated assumptions
▪ Updated running estimates ▪ Evaluated COAs ▪ Recommended COA ▪ Updated assumptions	VI COA Approval	▪ Commander-selected COA with any modifications ▪ Refined commander's intent, CCIRs, and EEFIs ▪ Updated assumptions
	WARNO	
▪ Commander-selected COA with any modifications ▪ Refined commander's intent, CCIRs, and EEFIs ▪ Updated assumptions	VII Orders Production	▪ Approved operation plan or order

Sample

Ref: ATTP 5-0.1, Commander and Staff Officer's Guide, fig. 4-1, p. 4-3.

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The military decision making process (MDMP) helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning.

Collaborative Planning

The MDMP facilitates collaborative planning. The higher headquarters solicits input and continuously shares information concerning future operations through planning meetings, warning orders, and other means. It shares information with subordinate and adjacent units, supporting and supported units, and other military and civilian partners. Commanders encourage active collaboration among all organizations affected by the pending operations to build a shared understanding of the situation, participate in course of action development and decision making, and resolve conflicts before publishing the plan or order.

Assessment

During planning, assessment focuses on developing an understanding of the current situation and determining what to assess and how to assess progress using measures of effectiveness and measures of performance. Developing the unit's assessment plan occurs during the MDMP—not after developing the plan or order.

See pp. 1-63 to 1-70 for further discussion of assessment.

Preparation

The MDMP also drives preparation. Since time is a factor in all operations, commanders and staffs conduct a time analysis early in the planning process. This analysis helps them determine what actions they need and when to begin those actions to ensure forces are ready and in position before execution. This may require the commander to direct subordinates to start necessary movements, conduct task organization changes, begin surveillance and reconnaissance operations, and execute other preparation activities before completing the plan. As the commander and staff conduct the MDMP, they direct the tasks in a series of warning orders (WARNOs).

See pp. 1-45 to 1-50 for further discussion of preparation.

Sample

Army Design Methodology and the Military Decision-making Process (MDMP)

See pp. 1-34 to 1-41 for further discussion of the Army design methodology.

Depending on the situation—to include the familiarity of the problem—commanders conduct Army design methodology before, in parallel with, or after the MDMP. When faced with an unfamiliar problem or when developing initial plans for extended operations, commanders often initiate the Army design methodology before the MDMP. This sequence helps them better understand the operational environment, frame the problem, and develop an operational approach to guide more detailed planning.

Commanders may also elect to conduct the Army design methodology in parallel with the MDMP. In this instance, members of the staff conduct mission analysis as the commander and other staff members engage in framing the operational environment and the problem. Knowledge products—such as results from intelligence preparation of the battlefield and running estimates—help inform the Army design methodology team about the operational environment. Commanders may direct some staff members to focus their mission analysis on certain areas. This focus helps commanders better understand aspects of the operational environment. The results of mission analysis (to include intelligence preparation of the battlefield and running estimates) inform commanders as they develop their operational approach that, in turn, facilitates course of action development during the MDMP.

In time-constrained conditions requiring immediate action, or if the problem is familiar, commanders may conduct the MDMP and publish an operation order without

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formally conducting Army design methodology. As time becomes available during execution, commanders may then initiate Army design methodology to help refine their commander's visualization and the initial plan developed using the MDMP.

Steps of the Military Decisionmaking Process

The MDMP consists of seven steps. Each step of the MDMP has various inputs, a method (step) to conduct, and outputs. The outputs lead to an increased understanding of the situation facilitating the next step of the MDMP. Commanders and staffs generally perform these steps sequentially; however, they may revisit several steps in an iterative fashion as they learn more about the situation before producing the plan or order.

Commanders initiate the MDMP upon receipt of or in anticipation of a mission. Commanders and staffs often begin planning in the absence of a complete and approved higher headquarters' operation plan (OPLAN) or operation order (OPORD). In these instances, the headquarters begins a new planning effort based on a WARNO and other directives, such as a planning order or an alert order from their higher headquarters. This requires active collaboration with the higher headquarters and parallel planning among echelons as the plan or order is developed.

This chapter describes the methods and provides techniques for conducting each step of the MDMP. This section also describes how the following processes are integrated throughout the MDMP:

- Intelligence preparation of the battlefield *(see pp. 3-11 to 3-34)*
- Targeting *(see pp. 3-39 to 3-50)*
- Risk management *(see pp. 2-19)*

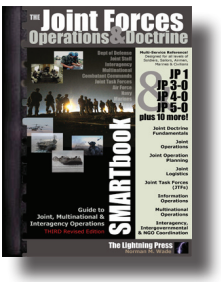
Modifying the MDMP

The MDMP can be as detailed as time, resources, experience, and the situation permit. Conducting all steps of the MDMP is detailed, deliberate, and time-consuming. Commanders use the full MDMP when they have enough planning time and staff support to thoroughly examine two or more COAs and develop a fully synchronized plan or order. This typically occurs when planning for an entirely new mission.

Commanders may alter the steps of the MDMP to fit time-constrained circumstances and produce a satisfactory plan. In time-constrained conditions, commanders assess the situation, update the commander's visualization, and direct the staff to perform the MDMP activities that support the required decisions. In extremely compressed situations, commanders rely on more intuitive decision making techniques, such as the rapid decision making and synchronization process.

See pp. 2-55 to 2-56 for discussion of planning in a time-constrained environment.

Sample



An Army headquarters (battalion through Army Service component command) uses the MDMP and publishes plans and orders in accordance with the Army plans and orders format. An Army headquarters that forms the base of a joint task force uses the joint operation planning process (JOPP) and publishes plans and orders in accordance with the joint format (see JP 5-0 and CJCSM 3122.03C).

An Army headquarters (such as Army Corps) that provides the base of a joint force or coalition forces land component command headquarters will participate in joint planning and receive a joint formatted plan or order. This headquarters then has the option to use the MDMP or JOPP to develop its own supporting plan or order written in the proper Army or joint format to distribute to subordinate commands.

Refer to The Joint Forces Operations & Doctrine SMARTbook.

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IV. Equipment, Installations, Activities

Ref: ADRP 1-02, Operational Terms and Military Symbols (Aug '12), 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	

Sample

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

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Activities

Ref: ADRP 1-02, Operational Terms and Military Symbols (Aug '12), chap. 7.

Activities symbols are applicable across the range of military operations, but they normally focus on stability activities and defense support of civil authorities activities. Activities can affect military operations. Activities represented by icons can include acts of terrorism, sabotage, organized crime, disrupting the flow of vital resources, and the uncontrolled movement of large numbers of people. Icons in the main sector reflect the main function of the symbol.

Function	Icon
Arrest	
Attempted against an individual	
Attempted against multiple individuals or an organization	
Demonstration	MASS
Drug related	DRUG
Explosion	
Extortion	$
Graffiti	
Killing—individual	
Killing—multiple individuals or an organization	
Killing—poisoning	
Killing—riot	RIOT

Table 7-1. Main icons for activities.

Sample

Sector 1 Modifiers for Activities

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 4-12. Sector 1 modifiers for civilian individuals and organizations.

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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.

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