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SMARTBOOK

Sample

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

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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 second printing of BSS5 (dated June 2016), incorporating minor text edits from Change 2 to ADRP 6-0, dated Apr 2016 (an asterisk marks changed content).

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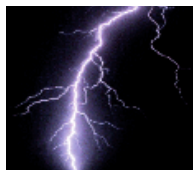
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Notes to Reader

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).

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Introduction-1
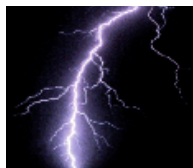
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References

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 (ADRPs)

ADRP 1-02	Feb 2015	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 (w/change 2*)

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

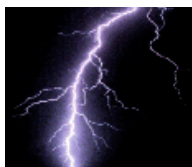|		
ATP 2-01.3/ MCRP 2-3A	Nov 2014	Intelligence Preparation of the Battlefield/*Battlespace* (w/change 1, Mar 2015, unlimited distribution)
ATP 3-60	May 2015	Targeting
ATP 5-19	Apr 2014	Risk Management (w/change 1)

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	May 2015	Commander and Staff Organization and Operations (w/change 1)
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

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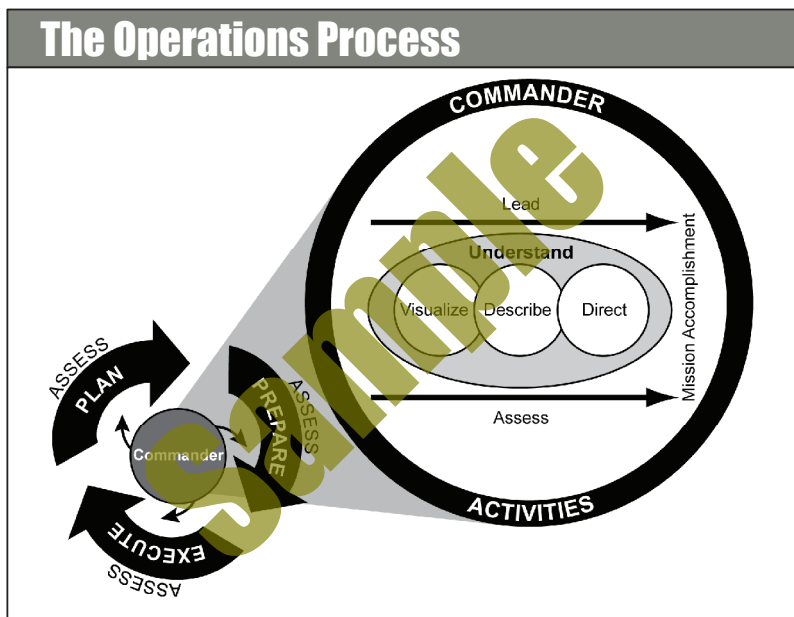
Ref: ADRP 5-0, The Operations Process, fig. 1-1, p. 1-2.

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.

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

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

FM 6-0, Commander and Staff Organization and Operations (May '14)
The following appendixes formally found in FM 5-0 are now found in FM 6-0:

- 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

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.

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.
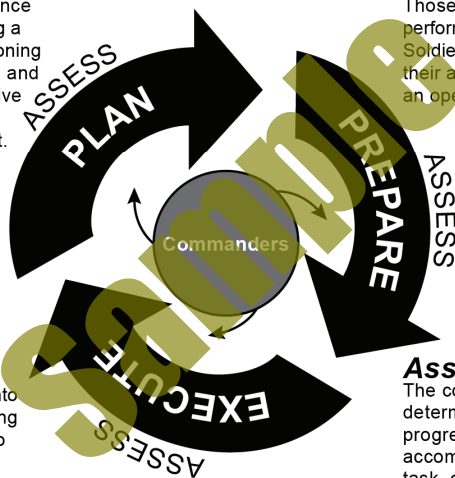
Central idea…

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.

II. The Nature of Operations

To understand doctrine on mission command and the operations process, Soldiers must have an appreciation for the general nature of operations. Military operations are human endeavors, contests of wills characterized by continuous and mutual adaptation among all participants. In operations, Army forces face thinking and adaptive enemies, differing agendas of various actors (organizations and individuals), and changing perceptions of civilians in an operational area. As all sides take actions, each side reacts, learns, and adapts. Appreciating these relationships among human wills is essential to understanding the fundamental nature of operations. In operations, friendly forces fiercely engage a multifaceted enemy force. Each side consists of numerous diverse and connected parts, each interdependent and adapting to changes within and between each other. In addition, an operational environment is not static. It continually evolves. This evolution results, in part, from humans interacting within an operational environment as well as from their ability to learn and adapt. The dynamic nature of an operational environment makes determining the relationship between cause and effect difficult and contributes to the uncertainty of military operations.

Uncertainty pervades operations in the form of unknowns about the enemy, the people, and the surroundings. Even the behavior of friendly forces is often uncertain because of human mistakes and the effects of stress on Soldiers. Chance and friction contribute to the uncertain nature of operations. The sudden death of a local leader that causes an eruption of violence illustrates chance. The combinations of countless factors that impinge on the conduct of operations, from broken equipment that slows movement to complicated plans that confuse subordinates, are examples of friction. During operations leaders make decisions, develop plans, and direct actions under varying degrees of uncertainty. Commanders seek to counter the uncertainty of operations by empowering subordinates at the scene to make decisions, act, and quickly adapt to changing circumstances. As such, the philosophy of mission command guides commanders, staffs, and subordinates throughout the conduct of operations.

III. Mission Command

Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). Mission command is also a warfighting function. 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 warfighting functions (ADRP 3-0). Through the mission command warfighting function, commanders and staffs integrate the other war fighting functions into a coherent whole to mass the effects of combat power at the decisive place and time.

Principles of Mission Command

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

See chap. 5 for a detailed discussion of the mission command and the mission command warfighting function.

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.

Unified Action
Central idea: synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort

Anticipated Operational Environment
- US must project power into region, opposed
- US must seize at least one base of operations (maybe more)
- Threat of WMD will require dispersal of US forces and decentralized operations
- Size of theater (space and population) will exceed US ability to control

To cope with these, we must...

Unified Land Operations
Seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict resolution

Executed through...
Decisive Action
offensive defensive stability DSCA

By means of...
Army Core Competencies
combined arms maneuver   wide area security

Guided by...
Mission Command

To do this we must...

Develop operations characterized by flexibility, integration, lethality, adaptability, depth, and synchronization

Cognitively link tactical actions to strategic objectives

Organize effort within a commonly understood construct

Operations Structure

Provide a broad process for conducting operations | Provide basic options for visualizing and describing operations | Provide intellectual organization for common critical tasks

Tenets	Operational Art	Operations Process	Operational Framework	Warfighting Functions
Flexibility Integration Lethality Adaptability Depth Synchronization	The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose	Plan - Army Design Methodology - MDMP - TLP Prepare Execute Assess	Decisive-Shaping-Sustaining Deep-Close-Security Main and Supporting Efforts	Mission Command Movement and Maneuver Intelligence Fires Sustainment Protection

DSCA defense support of civil authorities   TLP   troop leading procedures
MDMP military decisionmaking process   WMD weapons of mass destruction

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.

Principles of War and Joint Operations (Understand)

Ref: JP 3-0, Joint Operations (Aug '11), app. A.

The nine principles of war represent the most important nonphysical factors that affect the conduct of operations at the strategic, operational, and tactical levels. The Army published its original principles of war after World War I. In the following years, the Army adjusted the original principles modestly as they stood the tests of analysis, experimentation, and practice. The principles of war are not a checklist. While they are considered in all operations, they do not apply in the same way to every situation. Rather, they summarize characteristics of successful operations. Applied to the study of past campaigns, major operations, battles, and engagements, the principles of war are powerful analysis tools. Joint doctrine adds three principles of operations.

- **Objective.** Direct every military operation toward a clearly defined, decisive, and attainable objective.
- **Offensive.** Seize, retain, and exploit the initiative.
- **Mass.** Concentrate the effects of combat power at the decisive place and time.
- **Economy of Force.** Allocate minimum essential combat power to secondary efforts.
- **Maneuver.** Place the enemy in a disadvantageous position through the flexible application of combat power.
- **Unity of Command.** For every objective, ensure unity of effort under one responsible commander.
- **Security.** Never permit the enemy to acquire an unexpected advantage.
- **Surprise.** Strike the enemy at a time, place or in a manner for which he is unprepared.
- **Simplicity.** Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.

Additional Principles of Joint Operations

In addition to these nine principles, JP 3-0 adds three principles of operations—perseverance, legitimacy, and restraint. Together with the principles of war, these twelve make up the principles of joint operations.

- **Perseverance.** Ensure the commitment necessary to attain the national strategic end state. Commanders prepare for measured, protracted military operations in pursuit of the desired national strategic end state. Some joint operations may require years to reach the desired end state. Resolving the underlying causes of the crisis may be elusive, making it difficult to achieve conditions supporting the end state.
- **Legitimacy.** Develop and maintain the will necessary to attain the national strategic end state. For Army forces, legitimacy comes from three important factors. First, the operation or campaign must be conducted under U.S. law. Second, the operation must be conducted according to international laws and treaties recognized by the United States, particularly the law of war. Third, the campaign or operation should develop or reinforce the authority and acceptance for the host-nation government by both the governed and the international community.
- **Restraint.** Limit collateral damage and prevent the unnecessary use of force. Restraint requires careful and disciplined balancing of security, the conduct of military operations, and the desired strategic end state. Excessive force antagonizes those friendly and neutral parties involved. Hence, it damages the legitimacy of the organization that uses it while potentially enhancing the legitimacy of any opposing party.

Chap 1

(The Operations Process)
A. Planning

Ref: ADRP 5-0, The Operations Process (Mar '12), chap. 2.

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about (ADP 5-0). Planning helps commanders create and communicate a common vision between commanders, their staffs, subordinate commanders, and unified action partners. Planning results in a plan and orders that synchronize the action of forces in time, space, and purpose to achieve objectives and accomplish missions.

Army Planning Methodologies

Successful planning requires the integration of both conceptual and detailed thinking. Army leaders employ three methodologies for planning, determining the appropriate mix based on the scope of the problem, their familiarity with it, the time available, and the availability of a staff. Methodologies that assist commanders and staffs with planning include:

Army Planning Methodologies

I **Army Design Methodology**
See pp. 1-34 to 1-41.

II **The Military Decisionmaking Process (MDMP)** *See pp. 2-1 to 2-56.*

III **Troop Leading Procedures (TLP)**
See pp. 2-57 to 2-60.

Ref: ADRP 5-0, The Operations Process.

Planning is both a continuous and a cyclical activity of the operations process. While planning may start an iteration of the operations process, planning does not stop with the production of an order. During preparation and execution, the plan is continuously refined as the situation changes. Through assessment, subordinates and others provide feedback as to what is working, what is not working, and how the force can do things better. In some circumstances, commanders may determine that the current order (to include associated branches and sequels) is no longer relevant to the situation. In these instances, instead of modifying the current plan, commanders reframe the problem and develop an entirely new plan.

Planning may be highly structured, involving the commander, staff, subordinate commanders, and others to develop a fully synchronized plan or order. Planning may also be less structured, involving a platoon leader and squad leaders rapidly determining a scheme of maneuver for a hasty attack. Planning is conducted for different planning horizons, from long-range to short-range. Depending on the echelon and circumstances, units may plan in years, months, or weeks, or in days, hours, and minutes.

Joint Operation Planning

Ref: JP 5-0, Joint Operation Planning (Aug '11).

Joint operation planning consists of planning activities associated with joint military operations by combatant commanders (CCDRs) and their subordinate joint force commanders (JFCs) in response to contingencies and crises. It **transforms national strategic objectives into activities** by development of operational products that include planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces. It ties the **military instrument of national power** to the achievement of **national security goals and objectives** and is essential to securing strategic end states across the range of military operations.

Joint Operation Planning Activities
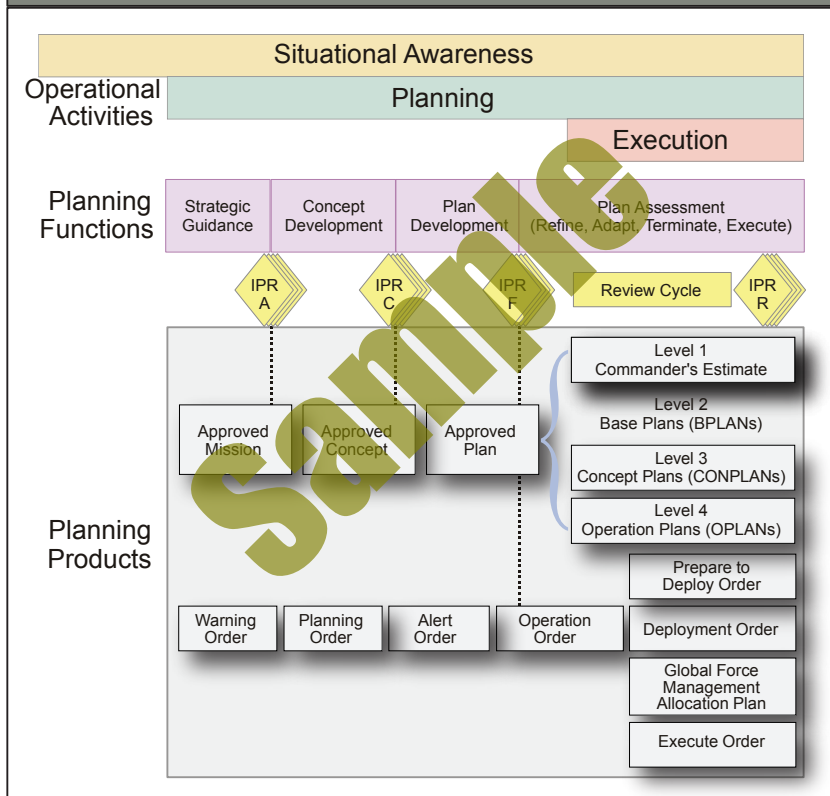
Ref: JP 5-0, Joint Operation Planning, fig. II-5, p II-14.

Joint operation planning provides a common basis for discussion, understanding, and change for the joint force, its subordinate and higher headquarters, the joint planning and execution community (JPEC), and the national leadership. The **Adaptive Planning and Execution (APEX)** system facilitates iterative dialogue and collaborative planning between the multiple echelons of command to ensure that the military instrument of national power is employed in accordance with national priorities, and that the plan is continuously reviewed and updated as required and adapted according to changes in strategic guidance, resources, or the operational environment.

(Joint) Deliberate and Crisis Action Planning

Planning translates strategic guidance and direction into campaign plans, contingency plans, and operation orders (OPORDs). Joint operation planning may be based on defined tasks identified in the GEF and the JSCP. Alternatively, joint operation planning may be based on the need for a military response to an unforeseen current event, emergency, or time-sensitive crisis.

Deliberate and Crisis Action Planning

I Deliberate Planning
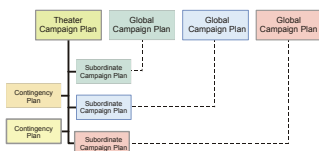
(Campaign and Contingency Planning)

II Crisis Action Planning (CAP)
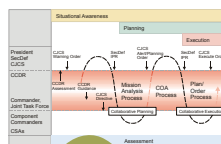
(Current Event, Emergency or Time-Sensitive Crisis)

Joint operation planning encompasses the preparation of a number of planning and execution-related products produced during deliberate planning or CAP.

Deliberate Planning

Deliberate planning encompasses the preparation of plans that occur in non-crisis situations. It is used to develop campaign and contingency plans for a broad range of activities based on requirements identified in the GEF, JSCP, or other planning directives. Theater and global campaign plans are the centerpiece of DOD's planning construct. They provide the means to translate CCMD theater or functional strategies into executable plans.

Crisis Action Planning (CAP)

Planning for crises is initiated to respond to an unforeseen current event, emergency, or time-sensitive crisis. It is based on planning guidance, actual circumstances, and usually limits force planning considerations to apportioned forces.

Crisis Action Planning (CAP) provides the CJCS and CCDRs a process for getting vital decision-making information up the chain of command to the President and SecDef. It also outlines the mechanisms for monitoring the execution of the operation. CAP encompasses the activities associated with the time-sensitive development of OPORDs for the deployment, employment, and sustainment of assigned, attached, and allocated forces and capabilities in response to a situation that may result in actual military operations. CAP procedures provide for the rapid and effective exchange of information and analysis, the timely preparation of military COAs for consideration by the President or SecDef, and the prompt transmission of their decisions to the JPEC.

Refer to The Joint Forces Operations & Doctrine SMARTbook (Guide to Joint, Multinational & Interagency Operations) for complete discussion of joint strategic planning -- to include strategic direction, deliberate and crisis action planning, operational art and design, the Joint Operation Planning Process (JOPP), joint operation plan (OPLAN) format, assessment, and the fundamentals of joint targeting.

Chap 2

The Military Decision-making Process (MDMP)

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** **WARNORD**	▪ Commander's intial guidance ▪ Initial allocation of time
▪ Commander's initial guidance ▪ Higher HQs plan/order ▪ Higher HQs' knowledge and intelligence products ▪ Knowledge products from other organizations ▪ Army design methodology products	**II** **Mission Analysis** **WARNORD**	▪ Problem statement ▪ Mission statement ▪ Initial commander's intent ▪ Initial planning guidance ▪ Initial CCIRs, and EEFIs ▪ Updated IPB & running estimates ▪ Assumptions ▪ Evaluation criteria for COAs

▪ Mission statement
▪ Initial cdr's intent, planning guidance, CCIRs, and EEFIs
▪ Updated IPB, running estimates
▪ Assumptions
▪ Evaluation criteria for COAs
	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** **WARNORD**	▪ Commander approved COA and any modifications ▪ Refined commander's intent, CCIRs, and EEFIs ▪ Updated assumptions
▪ Commander-selected COA and any modifications ▪ Refined commander's intent, CCIRs, and EEFIs ▪ Updated assumptions	**VII** **Orders Production, Dissemination, and Transition**	▪ Approved operation plan or order ▪ Subordinates understand the plan or order

II. Running Estimates

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), chap. 8.

A running estimate is the continuous assessment of the current situation and future operations used to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable. The commander and each staff section maintain a running estimate. In their running estimates, the commander and each staff section continuously consider the effects of new information and update the following:

- Facts
- Assumptions
- Friendly force status
- Enemy activities and capabilities
- Civil considerations
- Conclusions and recommendations

Commanders maintain their running estimates to consolidate their understanding and visualization of an operation. The commander's running estimate includes a summary of the problem and integrates information and knowledge of the staff's and subordinate commanders' running estimates.

Each staff element builds and maintains running estimates. The running estimate helps the staff to track and record pertinent information and provide recommendations to commanders. Running estimates represent the analysis and expert opinion of each staff element by functional area. Staffs maintain running estimates throughout the operations process to assist commanders in the exercise of mission command.

Each staff element and command post functional cell maintains a running estimate focused on how its specific areas of expertise are postured to support future operations. Because an estimate may be needed at any time, running estimates must be developed, revised, updated, and maintained continuously while in garrison and during operations. While in garrison, staffs must maintain a running estimate on friendly capabilities. Running estimates can be presented verbally or in writing.

A comprehensive running estimate addresses all aspects of operations and contains both facts and assumptions based on the staff's experience within a specific area of expertise. Each staff element modifies it to account for its specific functional areas. All running estimates cover essential facts and assumptions, including a summary of the current situation by the mission variables, conclusions, and recommendations. Once they complete the plan, commanders and staff elements continuously update their estimates.

See pp. 2-14 to 2-17 for sample staff guidelines for mission analysis.

The base running estimate addresses information unique to each functional area. It serves as the staff's initial assessment of the current readiness of equipment and personnel and how the factors considered in the running estimate affect their ability to accomplish the mission. The staff identifies functional area friendly and enemy strengths, systems, training, morale, leadership, weather and terrain effects, and how all these factors define both the operational environment and area of operations. Because the running estimate is a picture relative to time, facts, and assumptions, it is constantly updated as new information arises, as assumptions become facts or are invalidated, when the mission changes, or when the cdr requires additional input.

Running Estimates In The Operations Process

Commanders and staff elements immediately begin updating their running estimates upon receipt of a mission. They continue to build and maintain their running estimates throughout the operations process in planning, preparation, execution, and assessment. Running estimates can be presented verbally or in writing.

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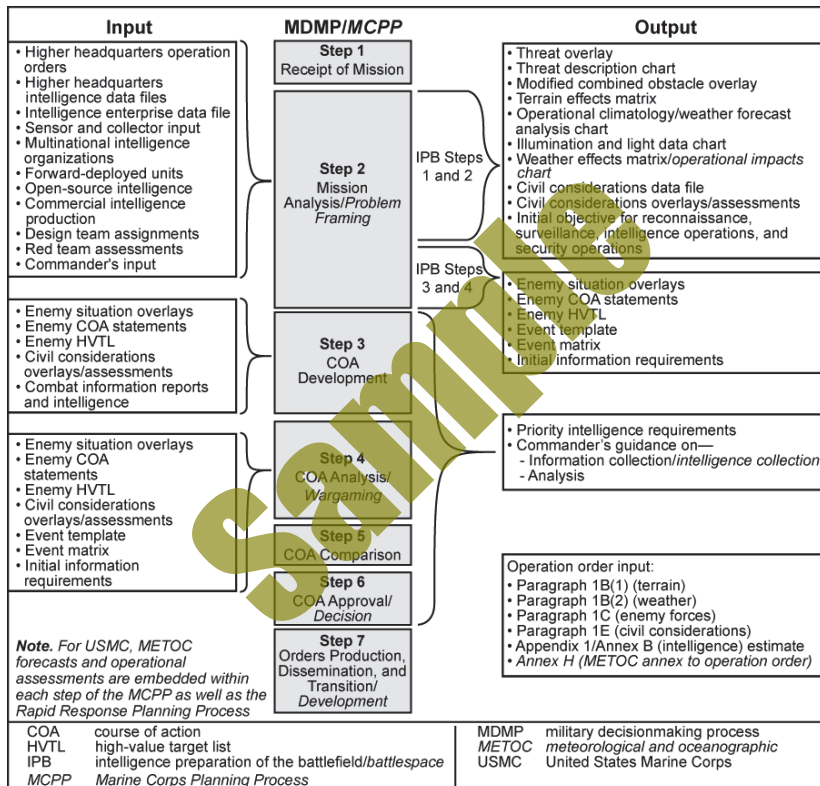
- Friendly force capabilities with respect to ongoing and planned operations.
- Enemy capabilities as they affect the staff element's area of expertise for current operations and plans for future operations.
- Civil considerations as they affect the staff element's area of expertise for current operations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

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.

Input	MDMP/*MCPP*	Output
• Higher headquarters operation orders • Higher headquarters intelligence data files • Intelligence enterprise data file • Sensor and collector input • Multinational intelligence organizations • Forward-deployed units • Open-source intelligence • Commercial intelligence production • Design team assignments • Red team assessments • Commander's input	**Step 1** Receipt of Mission **Step 2** Mission Analysis/*Problem Framing* IPB Steps 1 and 2	• Threat overlay • Threat description chart • Modified combined obstacle overlay • Terrain effects matrix • Operational climatology/weather forecast analysis chart • Illumination and light data chart • Weather effects matrix/*operational impacts chart* • Civil considerations data file • Civil considerations overlays/assessments • Initial objective for reconnaissance, surveillance, intelligence operations, and security operations
• Enemy situation overlays • Enemy COA statements • Enemy HVTL • Civil considerations overlays/assessments • Combat information reports and intelligence	IPB Steps 3 and 4 **Step 3** COA Development	• Enemy situation overlays • Enemy COA statements • Enemy HVTL • Event template • Event matrix • Initial information requirements

• Enemy situation overlays
• Enemy COA statements
• Enemy HVTL
• Civil considerations overlays/assessments
• Event template
• Event matrix
• Initial information requirements
	Step 4 COA Analysis/*Wargaming*
	
	Step 5 COA Comparison
	
	Step 6 COA Approval/*Decision*
		• Priority intelligence requirements
		• Commander's guidance on—
		  - Information collection/*intelligence collection*
		  - Analysis
		
		Operation order input:
		• Paragraph 1B(1) (terrain)
		• Paragraph 1B(2) (weather)
		• Paragraph 1C (enemy forces)
		• Paragraph 1E (civil considerations)
		• Appendix 1/Annex B (intelligence) estimate
		• *Annex H (METOC annex to operation order)*

Note. *For USMC, METOC forecasts and operational assessments are embedded within each step of the MCPP as well as the Rapid Response Planning Process*	**Step 7** Orders Production, Dissemination, and Transition/*Development*	

COA	course of action	MDMP	military decisionmaking process
HVTL	high-value target list	METOC	*meteorological and oceanographic*
IPB	intelligence preparation of the battlefield/*battlespace*	USMC	United States Marine Corps
MCPP	*Marine Corps Planning Process*		

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

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.

Commanders use their experience and judgment to add depth and clarity to their planning guidance. They ensure staffs understand the broad outline of their visualization while allowing the latitude necessary to explore different options. This guidance provides the basis for a detailed concept of operations without dictating the specifics of the final plan. As with their intent, commanders may modify planning guidance based on staff and subordinate input and changing conditions.

Commanders issue planning guidance initially after mission analysis. They continue to consider additional guidance throughout the MDMP including, but not limited to, the following::

• Upon receipt of or in anticipation of a mission (initial planning guidance)
• Following mission analysis (planning guidance for COA development)
• Following COA development (revised planning guidance for COAs)
• COA approval (revised planning guidance to complete the plan)

See previous page for a listing of commander's planning guidance by warfighting function.

17. Develop Course of Action Evaluation Criteria

Evaluation criteria are standards the commander and staff will later use to measure the relative effectiveness and efficiency of one COA relative to other COAs. Developing these criteria during mission analysis or as part of commander's planning guidance helps to eliminate a source of bias prior to COA analysis and comparison. Evaluation criteria address factors that affect success and those that can cause failure. Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs. Normally, the COS (XO) initially determines each proposed criterion with weights based on the assessment of its relative importance and the commander's guidance. Commanders adjust criterion selection and weighting according to their own experience and vision. The staff member responsible for a functional area scores each COA using those criteria. The staff presents the proposed evaluation criteria to the commander at the mission analysis brief for approval.

18. Issue a Warning Order

Immediately after the commander gives the planning guidance, the staff sends subordinate and supporting units a WARNORD. It contains, at a minimum:

• The approved mission statement
• The commander's intent
• Changes to task organization
• The unit area of operations (sketch, overlay, or some other description)
• CCIRs and EEFIs
• Risk guidance
• Priorities by warfighting functions
• Military deception guidance
• Essential stability tasks
• Initial information collection plan
• Specific priorities
• Updated operational timeline
• Movements

See p. 4-21 for a sample warning order format.

War-Game Methods

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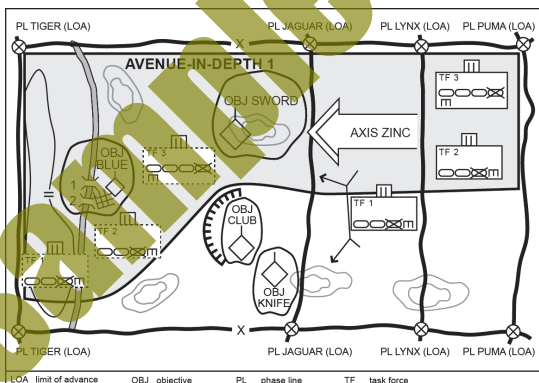
Belt Technique

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.
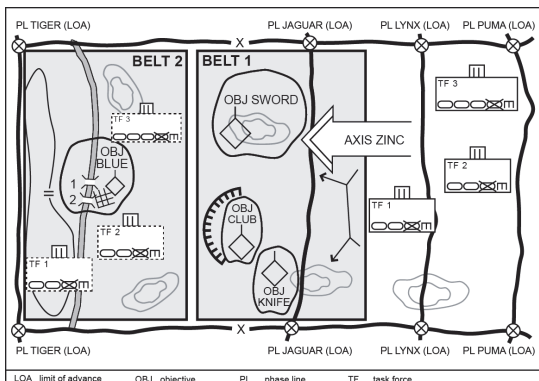
Avenue-in-Depth Technique

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 wargames 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.
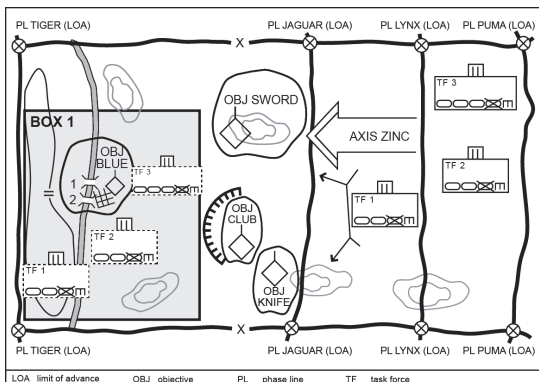
6. Select a Technique to Record and Display Results

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
		R&S	reconnaissance and surveillance
CP	command post		

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

MDMP & TLP

Integrating Processes & Continuing Activities

Ref: ADRP 5-0, The Operations Process (Mar '12), pp. 1-11 to 1-12. See also pp. 1-26 to 1-27.

I. Integrating Processes

Throughout the operations process, commanders and staffs integrate the warfighting functions to synchronize the force in accordance with the commander's intent and concept of operations. Commanders and staffs use several integrating processes and continuing activities to do this. In addition to the major activities of the operations process, commanders and staffs use several integrating processes to synchronize specific functions throughout the operations process. The integrating processes are:

I. Intelligence Preparation of the Battlefield (IPB)

Intelligence preparation of the battlefield (IPB) is a systematic, continuous process of analyzing the threat and other aspects of an operational environment within a specific geographic area. Led by the intelligence officer, the entire staff participates in IPB to develop and sustain an understanding of the enemy, terrain and weather, and civil considerations. IPB helps identify options available to friendly and threat forces. IPB consists of four steps. Each step is performed or assessed and refined to ensure that IPB products remain complete and relevant. The four IPB steps are—

- Step 1—Define The Operational Environment
- Step 2—Describe Environmental Effects On Operations/*Describe The Effects On Operations*
- Step 3—Evaluate The Threat/*Adversary*
- Step 4—Determine Threat/*Adversary* Courses Of Action

See pp. 3-3 to 3-46.

II. Targeting

Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). The purpose of targeting is to integrate and synchronize fires into operations. Targeting begins in planning, and it is an iterative process that continues through preparation and execution. The steps of the Army's targeting process are—

- Decide
- Detect
- Deliver
- Assess

See pp. 3-47 to 3-58.

III. 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). Identifying and accepting prudent risk is a principle of mission command. Throughout the operations process, commanders and staffs use risk management to identify and mitigate risks associated with all hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. Like targeting, risk management begins in planning and continues through preparation and execution.

See pp. 3-59 to 3-62.

II. Continuing Activities

While units execute numerous tasks throughout the operations process, commanders and staffs always plan for and coordinate the following continuing activities:

1. Liaison

Liaison is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action (JP 3-08). Most commonly used for establishing and maintaining close communications, liaison continuously enables direct, physical communications between commands.

See pp. 5-29 to 5-34.

2. Information Collection

Information collection is an activity that synchronizes and integrates the planning and employment of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. For joint operations, this is referred to as intelligence, surveillance, and reconnaissance (ISR). The Army expands the joint ISR doctrine contained in JP 2-01 by defining information collection as an activity that focuses on answering the CCIRs. This highlights aspects that influence how the Army operates as a ground force in close and continuous contact with the threat and local populace. At the tactical level, reconnaissance, surveillance, security, and intelligence operations are the primary means by which a commander plans, organizes and executes tasks to answer the CCIR.

Refer to FM 3-55 for a detailed discussion of information collection.

3. Security Operations

Commanders and staffs continuously plan for and coordinate security operations throughout the conduct of operations. Security operations are those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force (FM 3-90). The five forms of security operations are screen, guard, cover, area security, and local security.

Refer to The Small Unit Tactics SMARTbook and FM 3-90.

4. Terrain Management

Terrain management is the process of allocating terrain by establishing areas of operation, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other. Throughout the operations process, commanders assigned an area of operations manage terrain within their boundaries. Through terrain management, commanders identify and locate units in the area. The operations officer, with support from others in the staff, can then deconflict operations, control movements, and deter fratricide as units get in position to execute planned missions. Commanders also consider unified action partners located in their area of operations and coordinate with them for the use of terrain.

5. Airspace Control

Airspace control is the process used to increase operational effectiveness by promoting the safe, efficient, and flexible use of airspace (JP 3-52).Throughout the operations process, commanders and staffs must integrate and synchronize forces and war fighting functions within an area of operations (ground and air). Through airspace control, commanders and staffs establish both positive and procedural controls to maximize the use of air space to facilitate air-ground operations. Airspace is inherently joint, and the Army processes and systems used to control and manage airspace are joint compliant.

Refer to The Army Operations & Doctrine SMARTbook and FM 3-52.

I. Intelligence Preparation of the Battlefield (IPB)

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

I   **Define the Operational Environment**

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

III   **Evaluate the Threat/***Adversary*

IV   **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 (MCPP)*. However, this information helps create the operational environment frame during the design methodology.

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

IPB results in the creation of intelligence products that are used during the MDMP/ *MCPP* 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 2. Describe Environmental Effects on Operations/*Describe the Effects on Operations*

Step 2 of the IPB process determines how significant characteristics of the operational environment can affect friendly and threat/*adversary* operations. The following example shows how the significant characteristic of the operational environment (specifically the terrain) impacts friendly operations.

Desired End State

Identify how the operational environment influences friendly and threat/*adversary* COAs. The primary outputs associated with step 2 of the IPB process may include ensuring—

- Terrain analysis for the AO and area of interest are completed, in particular:
- Ground and air avenues of approach (AAs)
- Key terrain
- Potential objectives, decision points, NAIs, and TAIs are identified
- The effects of weather and light data are integrated
- Any request for information on requests for collection are refined and updated
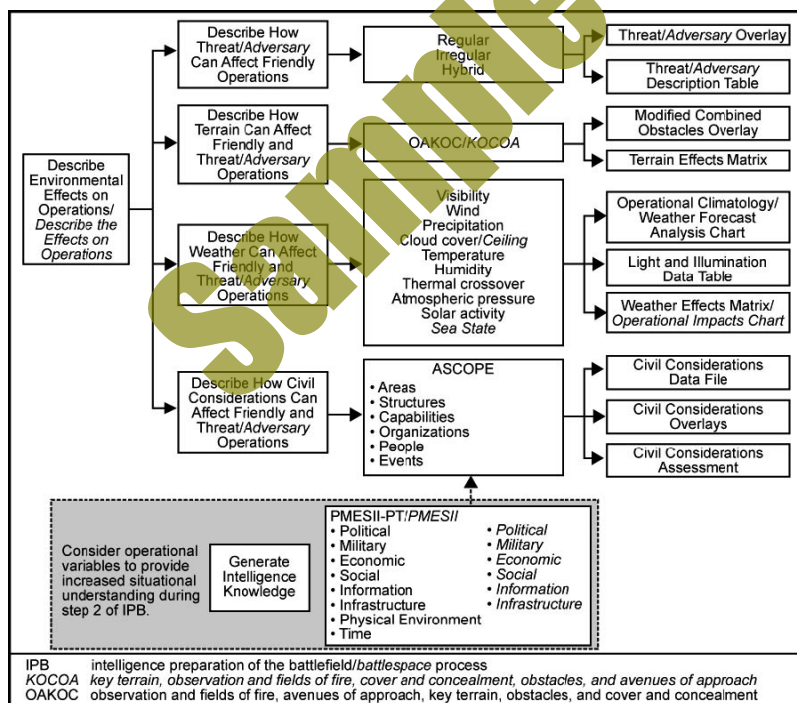
So What?

The "so what" in this step is identifying how relevant characteristics of the area of interest will affect friendly and threat/*adversary* operations:

- Success results in allowing the commander to quickly choose and exploit terrain, weather, and civil considerations to best support the mission.

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

Risk Management Worksheet (DD Form 2977)

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

DD Form 2977 is the Army's standard form for deliberate risk assessment. Aviation; explosive; chemical, biological, radiological, or nuclear; and other highly technical activities may require additional specialized documentation. However, when coordination may occur across sections or commands, DD Form 2977 is the standard for the majority of Army operations. It allows units to track haz ards and risks in a logical manner. Army forces use this form to document risk management (RM) steps taken during planning, preparation, and execution of any type of operation, including training and combat.

DELIBERATE RISK ASSESSMENT WORKSHEET

1. MISSION/TASK DESCRIPTION	2. DATE *(DD/MM/YYYY)*

3. PREPARED BY

a. Name *(Last, First, Middle Initial)*	b. Rank/Grade	c. Duty Title/Position
d. Unit	e. Work Email	f. Telephone *(DSN/Commercial (Include Area Code))*
g. UIC/CIN *(as required)*	h. Training Support/Lesson Plan or OPORD *(as required)*	i. Signature of Preparer

Five steps of Risk Management: (1) Identify the hazards   (2) Assess the hazards   (3) Develop controls & make decisions   (4) Implement controls   (5) Supervise and evaluate   *(Step numbers not equal to numbered items on form)*

4. SUBTASK/SUBSTEP OF MISSION/TASK	5. HAZARD	6. INITIAL RISK LEVEL	7. CONTROL	8. HOW TO IMPLEMENT/ WHO WILL IMPLEMENT	9. RESIDUAL RISK LEVEL
				How: Who:	
				How: Who:	
				How: Who:	
				How: Who:	
				How: Who:	

Additional entries for items 5 through 9 are provided on page 2.

10. OVERALL RESIDUAL RISK LEVEL *(All controls implemented)*: ☐ EXTREMELY HIGH   ☐ HIGH   ☐ MEDIUM   ☐ LOW

11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION

12. APPROVAL OR DISAPPROVAL OF MISSION OR TASK   ☐ APPROVE   ☐ DISAPPROVE

a. Name *(Last, First, Middle Initial)*	b. Rank/Grade	c. Duty Title/Position	d. Signature of Approval Authority
e. Additional Guidance:			

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Adobe Professional X

Integrating Processes

DD Form 2977 is designed for the entire Army and the other Services. It provides standardization for joint operations and assignments. It may be filled out electronically or free hand. It is the standard way of capturing the information analyzed during the five steps of RM. It helps the user in thinking through the five steps and then sharing the resulting assessment. It is a living document. Pen and pencil changes on hard copies are acceptable and encouraged since changes will occur during operations.

RM is a universal process used for managing risk at every level of effort from the individual to large units or organizations. Its application is blind to the cause of the hazard.

Refer to ATP 5-19, app. A for sample general, notional examples of completed DD Form 2977.

DELIBERATE RISK ASSESSMENT WORKSHEET

Risk Assessment Matrix		Probability *(expected frequency)*				
		Frequent: Continuous, regular, or inevitable occurrences	Likely: Several or numerous occurrences	Occasional: Sporadic or intermittent occurrences	Seldom: Infrequent occurrences	Unlikely: Possible occurrences but improbable
Severity *(expected consequence)*		A	B	C	D	E
Catastrophic: *Death, unacceptable loss or damage, mission failure, or unit readiness eliminated*	I	EH	EH	H	H	M
Critical: *Severe injury, illness, loss, or damage; significantly degraded unit readiness or mission capability*	II	EH	H	H	M	L
Moderate: *Minor injury, illness, loss, or damage; somewhat degraded unit readiness or mission capability*	III	H	M	M	L	L
Negligible: *Minimal injury, loss, or damage; little or no impact to unit readiness or mission capability*	IV	M	L	L	L	L

Legend:
EH – extremely high risk **H** – high risk **M** – medium risk **L** – low risk

13. RISK ASSESSMENT REVIEW *(Required when assessment applies to ongoing operations or activities)*

a. Date	b. Last Name	c. Rank/Grade	d. Duty Title/Position	e. Signature of Reviewer

14. FEEDBACK AND LESSONS LEARNED

15. ADDITIONAL COMMENTS OR REMARKS

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E. Expressing Unnamed Dates and Hours

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

Order writers use specific letters to designate unnamed dates and times in plans and orders.

Term	Designates
C-Day	The unnamed day on which a deployment operation commences or is to commence (JP 5-0).
D-day	The unnamed day on which a particular operation commences or is to commence (JP 3-02).
F-hour	The effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize reserve units (JP 3-02).
H-hour	The specific hour on D-Day at which a particular operation commences (JP 5-0).
L-hour	The specific hour on C-day at which a deployment operation commences or is to commence (JP 5-0).
M-day	The term used to designate the unnamed day on which full mobilization commences or is due to commence (JP 3-02).
N-day	The unnamed day an active duty unit is notified for deployment or redeployment (JP 3-02).
P-hour	The specific hour on D-day at which a parachute assault commences with the exit of the first Soldier from an aircraft over a designated drop zone. P-hour may or may not coincide with H-hour.
R-day	Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation (JP 3-02).
S-day	The day the President authorizes Selective reserve callup (not more than 200,000) (JP 3-02).
T-day	The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 callup) (JP 3-02).
W-day	Declared by the President, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning) (JP 3-02).

Ref: FM 6-0 (C1), Commander and Staff Organization &Operations, table C-1, p. C-8.

The effective time for implementing the plan or order is the same as the date-time group of the order. Order writers express the date and time as a six-digit date-time group. The first two digits indicate the day of the month; the next four digits indicate the time. The letter at the end of the time indicates the time zone. Staffs add the month and year to the date-time group to avoid confusion. For example, a complete date-time group for 6 August 20XX at 1145 appears as 061145Z August 20XX.

If the effective time of any portion of the order differs from that of the order, staffs identify those portions at the beginning of the coordinating instructions (in paragraph 3). For example, order writers may use "Effective only for planning on receipt" or "Task organization effective 261300Z May 20XX."

Order writers express all times in a plan or order in terms of one time zone, for example ZULU (Z) or LOCAL. (Order writers do not abbreviate local time as [L]. The abbreviation for the LIMA time is L.) Staffs include the appropriate time zone indicator in the heading data and mission statement. For example, the time zone indicator for Central Standard Time in the continental United States is SIERRA. When daylight savings time is in effect, the time zone indicator for Central Standard Time is ROMEO. The relationship of local time to ZULU time, not the geographic location, determines the time zone indicator to use.

When using inclusive dates, staffs express them by writing both dates separated by a dash (6–9 August 20XX or 6 August–6 September 20XX). They express times in the 24-hour clock system by means of four-digit Arabic numbers, including the time zone indicator.

Plans & Orders

Chap 5

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

Mission Command

1. Main Command Post (Main CP)

The main command post is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations. The main CP is the unit's principal CP. It includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. It is larger in size and in staffing and less mobile than the tactical CP. The chief of staff (COS) or executive officer (XO) leads and provides staff supervision of the main CP. Functions of the main CP include, but are not limited to:

- Controlling and synchronizing current operations
- Monitoring and assessing current operations (including higher and adjacent units) for their impact on future operations
- Planning operations, including branches and sequels
- Assessing the overall progress of operations
- Preparing reports required by higher headquarters and receiving reports for subordinate units

2. Tactical Command Post (Tactical CP)

The tactical command post is a facility containing a tailored portion of a unit head-quarters designed to control portions of an operation for a limited time. Commanders employ the tactical CP as an extension of the main CP to help control the execution of an operation or a specific task, such as a gap crossing, a passage of lines, or an air assault operation. Commanders may employ the tactical CP to direct the operations of units close to each other, such as during a relief in place. The tactical CP may also control a special task force or a complex task, such as reception, staging, onward movement, and integration. The tactical CP is fully mobile and includes only essential Soldiers and equipment. The tactical CP relies on the main CP for planning, detailed analysis, and coordination. A deputy commander or operations officer leads the tactical CP. When employed, tactical CP functions include the following:

- Monitoring and controlling current operations
- Monitoring and assessing the progress of higher and adjacent units
- Performing short-range planning
- Providing input to targeting and future operations planning

When the commander does not employ the tactical CP, the staff assigned to it reinforces the main CP. Unit standard operating procedures (SOPs) should address the specifics for this, including procedures to quickly detach the tactical CP from the main CP.

B. Command Group

A command group consists of commander and selected staff members who assist the commander in controlling operations away from a command post. The command group is organized and equipped to suit the commander's decision making and leadership requirements. It does this while enabling the commander to accomplish critical mission command tasks anywhere in the area of operations.

Command group personnel includes staff representation that can immediately affect current operations, such as maneuver, fires (including the air liaison officer), and intelligence. The mission and available staff, however, dictate the command group's makeup. For example, during a deliberate breach, the command group may include an engineer and an air defense officer. When visiting a dislocated civilians' collection point, the commander may take a translator, civil affairs operations officer, a medical officer, and a chaplain.

Divisions and corps headquarters are equipped with a mobile command group. The mobile command group serves as the commander's mobile CP. It consists of

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

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 security
- CP displacement plan and proposed new locations
- Priority of work

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

Mission Command

IV. Command Post Cells and Staff Sections

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), pp. 1-5 to 1-8.

Within CPs, commanders cross-functionally organize their staffs into CP cells and staff sections to assist them in the exercise of mission command. A command post cell is a grouping of personnel and equipment organized by warfighting function or by planning horizon to facilitate the exercise of mission command.

CP Cells (Functional and Integrating)
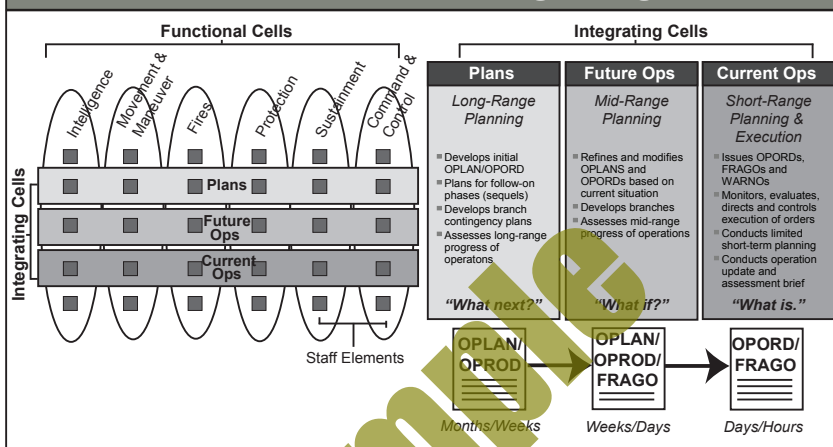
A. Functional Cells

Functional cells coordinate and synchronize forces and activities by warfighting function. The functional cells within a CP are intelligence, movement and maneuver, fires, protection, and sustainment. Echelons above brigade are resourced for all five functional cells.

- **Intelligence Cell.** The intelligence cell coordinates activities and systems that help commanders understand the enemy, terrain and weather, and civil considerations. The intelligence cell requests, receives, and analyzes information from all sources to produce and distribute intelligence products. This includes tasks associated with intelligence preparation of the battlefield and intelligence, surveillance, and reconnaissance. Most of the intelligence staff section resides in this cell. The unit's intelligence officer leads this cell.

- **Movement and Maneuver Cell.** The movement and maneuver cell coordinates activities and systems that move forces to achieve a position of advantage in relation to the enemy. This includes tasks associated with combining forces with direct fire or fire potential (maneuver) and force projection (movement) related to gaining a positional advantage over an enemy. Elements of the operations, airspace command and control, aviation, engineer, geospatial information and service, and space staff sections form this cell. The operations officer leads this cell. Staff elements in this cell also form the core of the current operations cell.

- **Fires Cell.** The fires cell coordinates activities and systems that provide collective and coordinated use of Army indirect fires, joint fires, and C2 warfare through the targeting process. The fires cell is comprised of elements of fire support, Air Force (or air component), and electronic warfare staff section. The chief of fires (or fire support officer brigade and below) leads this cell.

- **Protection Cell.** The protection cell coordinates the activities and systems that preserve the force through composite risk management. This includes tasks associated with protecting personnel, physical assets, and information. Elements of the following staff sections form this cell: air and missile defense; chemical, biological, radiological, and nuclear;

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

Mission Command

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.

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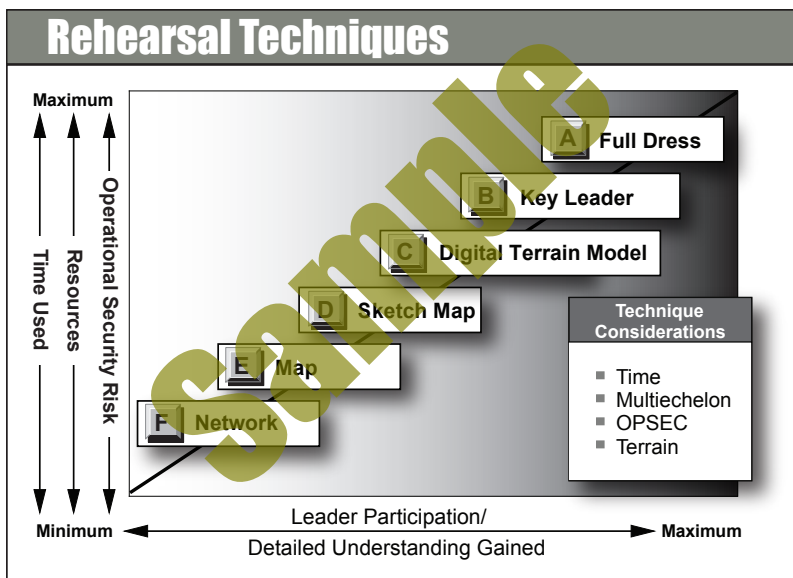
Ref: FM 6-0 (C1), Commander & Staff Organization and Operations, fig. 12-1, p. 12-3.

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.

Rehearsals & AARs

II. Rehearsal Responsibilities

Ref: FM 6-0 (C1), Commander and Staff Organization and Operations (May '15), pp. 12-6 to 12-9.

This discussion addresses responsibilities for conducting rehearsals. It is based on the combined arms rehearsal. Responsibilities are the same for support rehearsals.

Rehearsal Planning

Commanders and chiefs of staff (COSs) plan rehearsals.

Commander

Commanders provide the following information as part of the cdr's guidance during the initial mission analysis. They re-evaluate it when they select a COA:

• Type of rehearsal

• Rehearsal technique

• Place

• Attendees

• Enemy COA to be portrayed

Chief of Staff (XO)

The COS (XO) ensures that all rehearsals are included in the organization's time-management SOP. COS (XO) responsibilities include:

• Publishing the rehearsal time and location in the OPORD or in a warning order

• Completing any staff rehearsals

• Determining rehearsal products, based on type, technique, and METT-TC

• Coordinating liaison officer (LNO) attendance from adjacent units

Rehearsal Preparation

Commander

Cdrs prepare to rehearse operations with events phased in proper order, from start to finish, when time allows:

• Identify and prioritize key events to rehearse

• Allocate time for each event

• Perform personal preparation, including reviews of: task organization, personnel and materiel readiness, and organizational level of preparation

Chief of Staff (XO)

The COS (XO), through war-gaming and coordinating with the commander:

• Prepares to serve as the rehearsal director

• Coordinates and allocates time for key events requiring rehearsal

• Establishes rehearsal time limits per the commander's guidance and METT-TC

• Verifies rehearsal site preparation. A separate rehearsal site may be required for some events, such as a possible obstacle site. A good rehearsal site includes: appropriate markings and associated training aids, parking areas, local security

- Determines the method for controlling the rehearsal and ensuring its logical flow, for example, a script

Subordinate Leaders

Subordinate leaders are responsible for:

• Completing unit OPORDs

• Identifying issues derived from the parent organization's OPORD

• Providing a copy of their unit OPORD, with graphics, to the parent org

• Performing personal preparation similar to that of the commander

• Ensuring they and their subordinates bring necessary equip (maps, etc).

Conducting HQ's Staff

• Develop an OPORD and necessary overlays

• Deconflict all subordinate unit graphics. Composite overlays are the first step for leaders to visualize the organization's overall plan

• Publish composite overlays at the rehearsal including, at a minimum: maneuver, fire support, mobility and survivability, and CSS

Rehearsal Execution

Commander

Commanders command the rehearsal, just as they will command the fight. They maintain the focus and level of intensity,

Rehearsals & AARs

allowing no potential for subordinate confusion. Although the staff refines the OPORD, it belongs to the commander, who uses it to fight. An effective rehearsal is not a commander's brief to subordinates. Its purpose is to validate synchronization - the what, when, and where-of tasks subordinate units will perform to execute the operation and achieve the commander's intent.

Chief of Staff (XO)

Normally, the COS (XO) serves as the rehearsal director. This officer ensures each unit will accomplish its tasks at the right time and cues the commander to upcoming decisions. The chief of staff's (executive officer's) script is the execution matrix and the decision support template. The COS (XO) as the rehearsal director—:

* Starts the rehearsal on time
* Conducts a formal roll call
* Ensures everyone brings the necessary equipment. This equipment includes organizational graphics and previously issued orders.
* Validates the task organization. Link-ups must be complete or on schedule, and required materiel and personnel on hand. The importance of this simple check cannot be overemphasized.
* Ensures sustaining operations are synchronized with shaping operations and the decisive operation
* Rehearses the synchronization of combat power from flank and higher organizations, which are often beyond communication range of the commander and G-3 (S-3) when they are away from the CP
* Synchronizes the timing and contribution of each BOS by ensuring the rehearsal of operations against the decisive points, by time or event that connect to a decision.
* For each decisive point, defines the conditions required to: 1) commit the reserve or striking force, 2) move a unit, 3) close or emplace an obstacle, 4) fire planned targets, 5) move a medical station, change a supply route, alert specific observation posts

* Disciplines leader movements, enforces brevity, and ensures completeness. The OPORD, decision support template (DST), and execution matrix are the COS's tools.
* Keeps within time constraints
* Ensures that the most important events receive the most attention
* Ensures that absentees and flank units receive changes to the OPORD. Transmits changes to them by courier or radio immediately.

Asst Chief of Staff, G-3 (S-3)

* Portrays friendly scheme of maneuver
* Ensures compliance with the plan
* Normally provides the recorder

Asst Chief of Staff, G-2 (S-2)

The G-2 (S-2) plays the enemy commander during rehearsals. He bases his actions on the enemy COA the commander selects during the MDMP. The G-2/S-2:

* Provides participants with current intelligence
* Portrays the best possible assessment of the enemy COA
* Communicates the enemy commander's presumed concept of operations, desired effects, and intended end state

Subordinate Leaders

* Effectively articulate their units' actions and responsibilities
* Record changes on their copies of the graphics or OPORD

Recorder

During the rehearsal, the recorder:

* Captures all coordination made during execution
* Captures unresolved problems

At the end of the rehearsal, the recorder:

* Presents any unresolved problems to the commander for resolution
* Restates any changes, coordination, or clarifications directed by the commander
* Estimates when a written FRAGO codifying the changes will follow

Conducting HQ's Staff

The staff updates the OPORD, DST, and execution matrix.

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.

Rehearsals & AARs

Step 1. Planning the After Action Review

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

To maximize the effectiveness of AARs, formal or informal, leaders must plan and prepare to execute AARs. AAR planning is part of each training event. All leaders must understand the unit's mission and the commander's intent for the operation (event).

The amount and level of detail needed during the planning and preparation process depends on the type of AAR to be conducted and available resources. The AAR process has four steps: planning, preparing, conducting, and follow up (using AAR results).

I. Planning the AAR

1. Selecting and training observor controllers (OCs)
2. Reviewing the training and evaluation outline (T&EO)
3. Scheduling stopping points
4. Determining attendance
5. Choosing training aids
6. Reviewing the AAR plan

Commanders are responsible for training their units. They hold subordinate leaders responsible for training their respective organizations. Commanders instill mission command by using orders for events to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders. The AAR helps Soldiers develop a mutual understanding of the unit's strengths and weaknesses. Commanders issue guidance and specify their intent for an upcoming event's AAR.

The AAR plan provides the foundation for successful AARs. Commanders provide their intent and guidance to develop an AAR plan for each training event. Subordinates then determine how to achieve the commander's intent. The guidance applies for formal and informal AARs and should contain—

- Which tasks are trained and are the focus of the AAR
- Which events / phases of the operation are AARs conducted
- Who observes the training and who conducts the AAR
- Who attends
- When and where the AAR occurs
- What training aids are required

Leaders or OCs use the AAR plan to identify critical places and events they must observe to provide the unit a timely and valid assessment; examples include unit maintenance collection points, passage points, and unit aid stations. The AAR plan also includes who (either internal or external to the unit) facilitates the AAR for a particular event. The leader or OC is the individual tasked to observe training, provide control for the training, and lead the AAR.

1. Selecting and Training Observer Controllers (OC)

When planning an AAR, commanders select leaders/OCs who—

- Demonstrate proficiency in the tasks to be trained
- Are knowledgeable of the duties they are to observe
- Are knowledgeable of current doctrine and TTPs

Rehearsals & AARs

Chap 7

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 (ADRPs), 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, andUnited 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.

Ops Terms & Graphics

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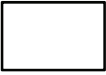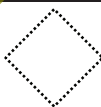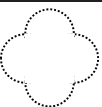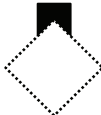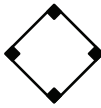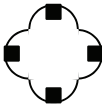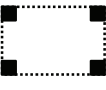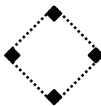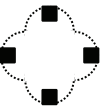
Standard identity	Friendly	Hostile	Neutral	Unknown
	Assumed friend	Suspect		Pending
Unit				
Equipment				
Installation				
Activity				

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.

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.

Ops Terms & Graphics

Chap 7
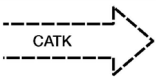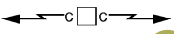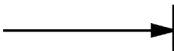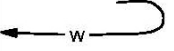
VI. Tactical Mission Tasks (and Symbols)

Ref: ADRP 1-02, Operational Terms and Military Symbols (Feb '15), chap. 1 and 9.

A tactical mission task is a specific activity performed by a unit while executing a form of tactical operation or form of maneuver. A tactical mission task may be expressed as either an action by a friendly force or effects on an enemy force. The tactical mission tasks describe the results or effects the commander wants to achieve.

Not all tactical mission tasks have symbols. Some tactical mission task symbols will include unit symbols, and the tactical mission task "delay until a specified time" will use an amplifier. However, no modifiers are used with tactical mission task symbols. Tactical mission task symbols are used in course of action sketches, synchronization matrixes, and maneuver sketches. They do not replace any part of the operation order.

A. Mission Symbols

Counterattack (dashed axis)	CATK	A form of attack by part or all of a defending force against an enemy attacking force, with the general objective of denying the enemy his goal in attacking (FM 3-0).
Cover	c ☐ c	A form of security operation whose primary task is to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body.
Delay	D	A form of retrograde in which a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on the enemy without, in principle, becoming decisively engaged (JP 1-02, see delaying operation).
Guard	G ☐ G	A form of security operations whose primary task is to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and combat support assets of the main body.
Penetrate		A form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system (FM 3-0).
Relief in Place	RIP	A tactical enabling operation in which, by the direction of higher authority, all or part of a unit is replaced in an area by the incoming unit.
Retirement	R	A form of retrograde [JP 1-02 uses *operation*] in which a force out of contact with the enemy moves away from the enemy (JP 1-02).
Screen	S ☐ S	A form of security operations that primarily provides early warning to the protected force.
Withdraw	W	A planned operation in which a force in contact disengages from an enemy force (JP 1-02) [The Army considers it a form of retrograde.]

Ops Terms & Graphics

(BSS5) Index

SMARTbooks
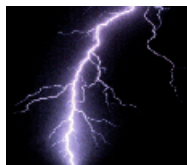## DIME is our DOMAIN! (Military & National Power Reference)

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