**Planning Standard Operating Procedures (PSOP)**

Mission Command Training Support Program

Doctrine Training Team 16

“Semper Ductile”

01 November 2014

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# 0.0 Introduction

## 0.1 Purpose

A Planning Standard Operations Procedure (PSOP) defines the roles and responsibilities of participants in the planning process and illustrates the forms and formats used by the staff to complete the process.

## 0.2 Scope

This PSOP applies to staffs at battalion and brigade echelon. Company planning uses a much less formal process, often limited to a slightly expanded version of Troop Leading Procedures. Planning at echelons above brigade is much more methodical.

## 0.3 Content

This PSOP follows the military decisionmaking process (MDMP). The intent of this PSOP is to define how the command executes MDMP. As much as clarity permits, this PSOP does not reiterate doctrine. Please refer to the appropriate doctrinal manual for a discussion on the doctrine.

## 0.4 Proponency

The proponent for the PSOP is the executive officer (XO). This PSOP contains various procedures and forms applicable to specific sections. Those sections are responsible for any changes to the procedures and forms. They submit a request to update the document to the XO who may accept or deny the request.

# 1.0 Receive the Mission

## 1.1 Alert Key Participants

### 1.1.1 Task Reception Chart

|  |  |  |  |
| --- | --- | --- | --- |
| **Source** | **Reviewer** | **Validator** | **Time to Report** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

### 1.1.2 Plans Working Group Participants

|  |  |  |
| --- | --- | --- |
| **Section** | **Day Shift** | **Night Shift** |
| S3 |  |  |
| S2 |  |  |
| S1 |  |  |
| Surg |  |  |
| Chap |  |  |
| S4 |  |  |
| S6 |  |  |

#### 1.1.2.1 Plans Working Group Shift Change

Current shift ensures running estimates and posted tools are up to date.

In-coming shift arrives 30 minutes prior to shift change. The shifts use the 30 minutes to conduct personal updates.

Current shift conducts shift change brief

* Intelligence representative briefs IPB updates
* Movement and maneuver representative briefs operational updates
* Fires representative briefs fires and targeting update
* Protection representative briefs protection updates
* Sustainment representative briefs sustainment updates
* Plans Officer or XO discusses any synchronization updates
* Operations NCO discusses any administrative issues
* In-coming shift conducts backbrief

#### 1.1.2.2. Plans Handover

The current operations cell leaders observe the course of action brief.

The current operations cell provides two liaisons during war-gaming.

The current operations cell leaders observe the course of action decision brief.

The current operations cell participates in the presentation of the order brief.

The current operations cell conducts the rehearsals. At this point the Chief of Operations (current operations cell leader) assumes responsibility for executing the plan (execution matrices, decision support template, information collection plan/matrix, fragmentary order writing, and rapid decision synchronization process)

### 1.1.3. Knowledge Management

* Person responsible for posting the higher headquarters order: [who]
* Location of planning products: [where]
* Meeting location of the Plans Working Group: [where]
* Plans Working Group succession of leadership: XO, S3, S4, S2, FSO

## 1.2. Gather the Tools

### 1.2.1 List of Tools

|  |  |
| --- | --- |
| Information Tools | Administrative Supplies |
| * FM 6-0 * ADRP 1-02 * [Functional area specific doctrinal manuals] * Threat order of battle * Higher headquarters products * Interagency, intergovernmental, multi-national products * Unit & higher headquarters tactical standard operating procedures * Running estimates * Army design methodology products * Open source data | * Pre-formatted forms * Pre-formatted posters * Acetate * Markers * Enemy graphic icons/template * Weather icons/template |

### 1.2.2. Prepare the Planning Area

* Post
* Map(s)
* Higher headquarters overlay(s)
* Higher headquarters mission and commander’s intent
* Room
* Seating
* Projectors
* Writing pads
* Work areas
* Break area
* Electricity
* Communication
* Digital
* Voice
* With current operations
* Appoint
* SOP change compiler
* Digital products operator (PowerPoint Ranger)
* Scribe (one per section or WFF cell)
* Time keeper
* Runner (one per section or WFF cell)

## 1.3. Update Running Estimates

See Appendix B (WFF IR) for a list of warfighting function information requirements. These information requirements are useful when preparing the running estimate. See Appendix C (Running Estimates) for the content of running estimates by WFF.

## 1.4 Conduct Initial Assessment

### 1.4.1 Operational Timeline

Time of mission execution – Time mission received / 3 = Time to plan.

Time to initiate reconnaissance

Time to complete preparations

Time to establish forward support sites (re-transmission, traffic control, logistics, etc)

Time for rehearsals (WFF rehearsals, then combined arms rehearsal)

Time for order backbriefs

Planning gates and collaborative planning time hacks

Enemy capabilities during planning and preparation time

### 1.4.2 Planning Timeline

(see Planners Toolkit, worksheet Master Timeline)

Receipt of mission 05% or less of planning time

Mission analysis 45% or less of planning time

Course of action development 10% or less of planning time

Course of action analysis 20% or less of planning time

Course of action comparison/approval 05% or less of planning time

Order production 15% or less of planning time

## 1.5 Receive Initial Commander’s Guidance

### 1.5.1 Timing

Commanders use the Army Design Methodology to develop their guidance and intent. The initial commander’s guidance is a result of receiving the higher headquarters’ order brief (or at least warning order 3) and discussion with their commander to clarify the higher commander’s visualization and intent.

The staff may commence mission analysis prior to receiving the commander’s initial guidance, but cannot consider itself more than halfway complete with mission analysis until they receive the commander’s guidance and modify their information to meet the commander’s decision needs.

### 1.5.2 Content

Using the format presented in Army Design Methodology doctrine, the initial commander’s guidance follows the following:

* “I understand the problem is …”
* “From my discussions with the higher headquarters commander, I understand the desired end state to be …”
* “I need information concerning …”
* “Do not get hung up on …”
* “If I spoke with the media about this mission I would say, ‘…’”

The information presented in FM 6-0, Commander and Staff Operations and Organization, to include in the initial commander’s guidance:

* Initial time allocations
* How to abbreviate the MDMP, if required
* Coordination to perform, including LNOs to exchange
* Movements, reconnaissance, or surveillance to initiate
* Collaborative planning times and locations
* Initial information requirements
* Additional staff tasks

## 1.6 Warning Order #1

See Appendix F (Warning Order #1 Format)

# 2.0 Mission Analysis

## 2.1 Analyze the Higher Headquarters’ Order

*This step includes the traditional mission analysis sub-steps: (1) analyze the higher head-quarters’ order; (3) determine specified [implied, and essential] tasks; and (5) determine constraints.*

See Appendix B (WFF IR) for a list of warfighting function information requirements. These information requirements are useful when reviewing the higher headquarters’ order. Transpose information found in the higher headquarters’ order to the running estimate.

* What is the purpose of the higher headquarters? (found in the mission statement “… in order to …” and the first portion of the commander’s intent statement)
* How will the higher headquarters execute its operation? (found in the concept of operation)
* What are the tasks specified to the unit? (found in the concept of operation, scheme of … paragraphs (to include sustainment and signal), tasks to subordinate units, and coordinating instructions in the base order and attachments)
* What are the constraints (examples: control measures, rules of engagement, controlled items) and authorizations?

## 2.2 Conduct Intelligence Preparation of the Battlefield (IPB)

### 2.2.1. Operations and Intelligence Working Group

See Appendix D (WG SOPs)

### 2.2.2. Update running estimates

### 2.2.3. S2 Compiles IPB products

(see Planners Toolkit, worksheet WFF Adver Assess)

* Defined Operational Environment
* Terrain Analysis (OAKOC)
* Weather Analysis
* Civil Considerations (ASCOPE)
* Relationship Link Diagram
* Modified Combined Obstacle Overlay (MCOO)
* Environmental Effects on the Operation
* HVT List (HVTL) (completed in COA Analysis)
* Enemy/Adversary Courses of Action (ECOA) (completed in COA Development)
* Information Requirement (IR) Gaps
* Situation Template (SITEMP)
* Incident Overlay
* Pattern Analysis
* Time-Event Chart
* Link Diagram
* Adversary Characteristics Chart
* Threat Model

## 2.3. Identify Key Tasks

*This step includes the traditional mission analysis sub-steps: (3) determine specified, implied, and essential tasks; (13) develop a problem statement; and (14) develop a mission statement.*

### 2.3.1. Plans Working Group SOP

See Appendix D (WG SOPs)

### 2.3.2. Identify the Problem

(see Planners Toolkit, worksheet Task Analysis)

* Transpose the commander’s and higher commander’s intents into an operational environment chart (see below)
* Transpose the analysis of the area of operation into the operational environment chart
* Compare the current operational environment with the commanders’ desired end states
* The discrepancies are problems; the staff identifies the problems that the unit can address

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **Problem** | | **End State** | |  |
| **Variable** | **Current Situation** | **HHQ** | **Unit** | **Unit** | **HHQ** | **Variable** |
| ***Political*** |  |  |  |  |  | ***Political*** |
| ***Military*** |  |  |  |  |  | ***Military*** |
| ***Economic*** |  |  |  |  |  | ***Economic*** |
| ***Social*** |  |  |  |  |  | ***Social*** |
| ***Information*** |  |  |  |  |  | ***Information*** |
| ***Infrastructure*** |  |  |  |  |  | ***Infrastructure*** |
| ***Physical*** |  |  |  |  |  | ***Physical*** |
| ***Time*** |  |  |  |  |  | ***Time*** |

**Figure 2.1 Problem Determination Matrix**

### 2.3.3. Identify the Key Tasks

* Link specified tasks to identified problems; if the unit has a specified task that does not relate to an identified problem, determine if the task relates to a problem not identified, or if it is not a valid task
* Problems that do not have associated tasks require tasks assigned to them (these are implied tasks)
* Group and consolidate tasks as much as possible
* Identify key tasks from the current task list
* Determine which problem(s) whose solution is decisive in success of the unit; the associated task(s) is the essential task(s)
* Prepare a mission statement
* When will the unit initiate execution of the first task?
* Who – the unit name
* What will the unit do? – the essential task(s); should be phrased as a tactical task and effect
* Where will the mission occur?
* Why will is the mission occurring? – the purpose, this relates directly to the problem(s) associated to the essential task(s)

### 2.3.4. Update Running Estimates

## 2.4 Conduct Task Analysis

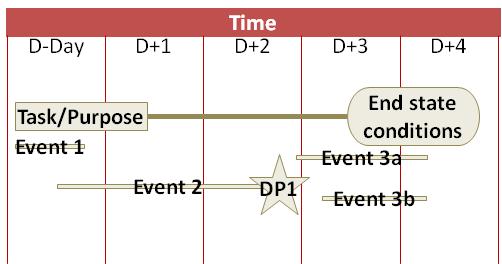
(see Planners Toolkit, worksheet Task Analysis)

### 2.4.1. Assessment Working Group SOP

See Appendix D (WG SOPs)

### 2.4.2. Define Tasks

Task definitions are a compilation of information that each WFF cell has in its running estimate. *This step includes the traditional mission analysis sub-steps: (1) Analyze the Higher Headquarters’ Plan; (9) Develop an Information Collection Plan; (10) Update the Timeline; and (17) Develop Course of Action Evaluation Criteria.*

* Task (from previous step)
* Purpose (from previous step; leads to “success condition”)
* Success conditions
* Condition – each task addresses a condition that satisfies a portion of the end state (the specific problem)
* Measures of effectiveness – the effects that must occur on the enemy or terrain to achieve success
* Indicators – specific observable and measurable events
* Tactical indicators
* Course of action evaluation criteria
* Indicator format
* Short title
* Definition
* Means of evaluation
* Unit of measure
* Benchmark
* Formula
* Decision points (**MUST** have an associated information requirement and collection plan)
* Events (sub-tasks) by WFF **Figure 2.2 System Diagram**
* Timing
* Construct a system diagram (Gantt or Pert chart)

### 2.4.3. Determine Assets

Determination of assets available is a compilation of information that each WFF cell has in its running estimate. Complete this action for each task. *This step includes the traditional mission analysis sub-step (4) Review Available Assets and Identify Shortfalls.*

* Determine assets available
* Consider…
* Organic
* Higher
* Adjacent
* Supporting
* Analyze…
* Capabilities
* Personnel
* Equipment
* Supplies
* Time
* Compare against requirements
* If there is a shortfall, annotate as a risk
* Update running estimates

### 2.4.4. Conduct Targeting

Identification of targets is a compilation of information that each WFF cell has in its running estimate. Complete this action for each task. *This step includes the traditional mission analysis sub-steps: (2) Conduct Initial IPB; and (10) Develop Initial Themes and Messages.*

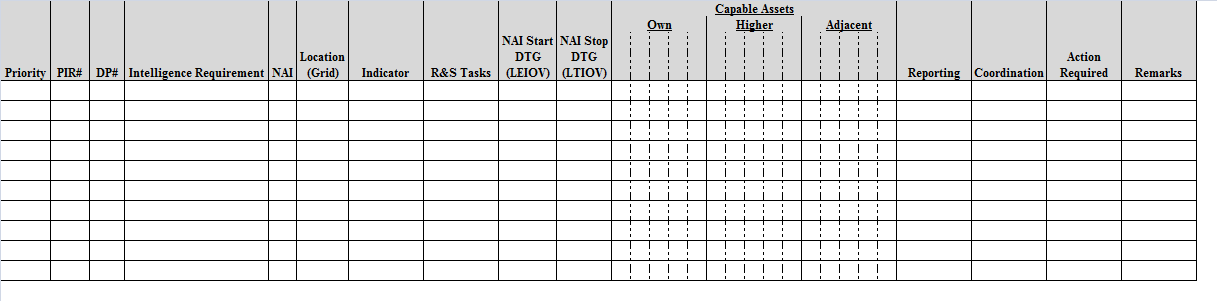
(see Planners Toolkit, worksheet HPTL\_AGM)

* Conduct a targeting/assessment working group (see Annex D (WG SOPs))
* Identify high value targets
* Develop the initial high pay-off target list
* Determine detection assets in support of high pay-off target engagement
* Determine information requirements
* Identify fire support tasks and purposes
* Identify and annotate risks associated with failing to achieve the desired effect on the target, second-third order of affects, and collateral damage
* Update running estimates

### 2.4.5. Develop an Information Collection Plan

Information collection begins with WFF cell information requirements and critical questions left unanswered on running estimates. Complete this action for each task. *This step includes the traditional mission analysis sub-steps: (6) Identify Critical Facts and Develop Assumptions; (8) Develop Initial Commander’s Critical Information Requirements (CCIR) [and Essential Elements of Friendly Information (EEFI)]; (9) Develop the Initial Information Collection Plan; and (10) Update the Time Line.*

(see Planners Toolkit, worksheets CCIR Development and IC Plan – DSM)

* Conduct an operations and intelligence working group (see Annex D (WG SOPs))
* Consolidate information collection plans from running estimates and previous working groups
* Consider the commander’s initial guidance and create an applicable information collection plans
* Determine information requirements that are critical to the success of the mission and recommend them as CCIR
* Validate information requirements: what is the purpose? *If an IR does not have an associated decision point (for a staff officer) then it is probably not verifying a critical fact and therefore not valid as an IR.*
* Develop information collection plans (see the Planner’s Toolkit IC Plan – DSM worksheet)
* Develop Annex L (Information Collection) of the operations order (OPORDER): including a mini-MDMP for course of action development, analysis, comparison, and approval for answering priority intelligence requirements (PIR)
* Determine who “owns” each information collection plan (PIR, decision IR, friendly force IR)
* Define how to collect, process, analyze, and disseminate the required information
* Describe how to validate the knowledge deduced
* Resource the plan
* Update running estimates
* Update the operational timeline to reflect the information collection plan

**Figure 2.3 Information Collection/Decision Support Matrix**

### 2.4.4. Manage Risk

Risk management is a compilation of information that each WFF cell has in its running estimate. Complete this action for each task. *This step includes the traditional mission analysis sub-step (7) Begin Risk Management.*

(see Planners Toolkit, worksheet RM Worksheet)

Risk management is a form of non-lethal targeting, some refer to the process as reverse targeting.

* Conduct a protection working group (see Annex D (WG SOPs))
* Review vulnerability assessments
* Consolidate risks identified in previous working groups and in running estimates
* Develop a critical assets list (CAL)
* Identify most likely means of attack against CAL and submit as targets

## 2.5 Brief

* Problem
* Initial IPB
* HHQ CDR’s intent
* Mission
* Line of Effort 1
* Definition
* Resources
* Targeting
* Information collection
* Risk management
* Assessment criteria
* *Repeat as required for other lines of effort*
* Summary of recommendations
* Approval, intent, and guidance

## 2.6 Commander’s Planning Guidance and Intent

### 2.6.1 Timing

The commander’s planning guidance and intent is a result of visualization of the situation and development of an operational approach to solve identified problems. The commander provides their planning guidance and intent following their reception of the mission analysis brief.

### 2.6.2 Content

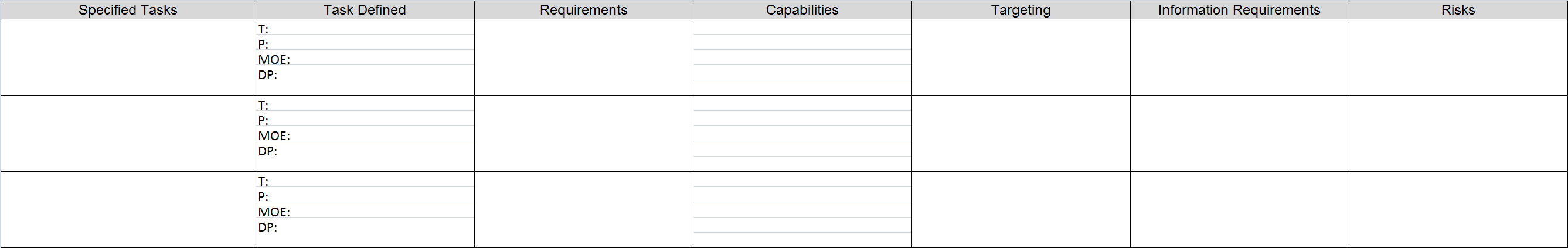
* Approval or modification of the problem statement
* Approval or modification of the mission statement
* Approval or modification of critical information requirements
* Approval or modification of themes

Using the format presented in Army Design Methodology doctrine, the commander’s planning guidance and intent follows the following:

* “I understand the problem is …”
* “This is the way we should approach this operation …” [commander’s intent: expanded purpose, key tasks, and end state; elaborate on the operational approach or lines of operation]
* “Put emphasis on [or provide details for] …, but do not get hung up on ….” [see Appendix E (Planning Guidance Checklist)]
* “I need information concerning …” [CCIR]
* “The way I want [our partners] to see our operation is, …” [Themes]
* Movements, reconnaissance, or surveillance to initiate
* Collaborative planning times and locations
* Initial information requirements
* Additional staff tasks

## 2.7 Warning Order #2

Refer to Appendix G (Warning Order #2 Format)

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**Figure 2.6 Task Analysis Worksheet**

(See Planner’s Toolkit for mission analysis and task analysis worksheets)

# 3.0 Course of Action Development

## 3.1 Prepare for COA Development

### 3.1.1 Analog Posting

* HHQ graphics, mission, and commander’s intent
* Enemy graphics and most likely COA
* Mission Statement
* Commander’s intent and planning guidance
* Key Task Development Chart/Graphic (cartoon)
* Task organization

### 3.1.2 Digital Postings

* All the analog products
* Information Collection Matrix
* IPB Products

## 3.2 Assess Relative Combat Power

*This step includes the traditional course of action development sub-step (1) Assess Relative Combat Power.*

(see Planners Toolkit, worksheet Cbt Pwr Calc)

* Determine combat power of enemy forces at each critical location (accomplished by the operations and intelligence working group during mission analysis)
* Determine combat power for each friendly element two levels down (accomplished by the operations and intelligence working group during mission analysis)
* Consider capabilities and vulnerabilities (found in updated running estimates)
* Resources to consider: Coalition forces, Host nation military, Host nation police (found in updated running estimates)
* Identify force with the advantage and ratio.

## 3.3 Develop Options

*This step includes the traditional course of action development sub-steps: (2) Generate Options; (3) Array Forces; (4) Develop a Broad Concept; and (6) Develop Course of Action Statements and Sketches.*

### 3.3.1 Broad Concept

A single paragraph (per phase) that describes key tasks within the operational framework. This becomes the concept of operation. Addresses each key task of the commander’s intent.

* Form COA Development Working Groups

|  |  |  |
| --- | --- | --- |
| **Section** | **COA 1** | **COA 2** |
| Operations |  |  |
| Engineer |  |  |
| Intelligence |  |  |
| Fires |  |  |
| Protection |  |  |
| Logistics |  |  |
| Personnel |  |  |
| Medical |  |  |
| Signal |  |  |

* Distinguishable Characteristics
* Task organization (who)
* Tactical task (what)
* Phasing (when)
* Line of effort/operation (where)
* Use of reserve
* Options
* Operational framework
* Decisive / shaping / sustaining operations
* Main / supporting efforts
* Deep / close / support or security area
* Warfighting function options

### 3.3.4 Graphic, Matrix, and Narrative

(see Planners Toolkit, worksheet Sktch-Stat)

* Order of Development
* Prepare the graphic
* Use an execution matrix format to note key aspects of the plan
* Write the narrative
* Logic of the plan
* Use IPB products as the foundation
* Depict key tasks from the commander’s intent
* Determine the operational framework
* Work from the decisive to shaping to sustaining operations by assigning capabilities again tasks; ensuring combat power is adequate to accomplish the task

## 3.4 Refine the Concept

*This step includes the traditional course of action development sub-steps: (5) Assign Headquarters; and (6) Develop Course of Action Statements and Sketches.*

Expands the broad concept to complete paragraph 3 (Execution) of the operations order.

* Refine task analysis
* Assign headquarters to capabilities
* Develop schemes for each WFF

(see Planners Toolkit, worksheet Scheme of… QRG)

* Describe how the WFF supports the plan (nesting)
* Identify the priority of support (POS) (unit)
* Define the priority of effort (POE) (functional area/task or location)
* Detail WFF specific tasks (target/objective, purpose, effect)
* Describe WFF specific task organization or positioning
* List special procedures, controls, and coordination (occurs during course of action analysis)
* Apply assessment criteria to ensure validity

## 3.5 Course of Action Brief

* Updated intelligence preparation of the battlefield (brief by exception)
* Critical events and threat courses of action
* Higher headquarters mission and commander’s intent (brief by exception)
* Unit mission and commander’s intent (brief by exception)
* Refined course of action criteria (brief by exception)
* Courses of action
* Statement and sketches
* Considerations that may affect enemy courses of action
* Critical friendly events
* Deductions resulting from the relative combat power analysis
* Logic for unit array
* Logic used for selected control measures
* Impact on civilians and how the course of action accounts for minimum stability tasks
* New facts and updated information requirements
* Commander’s planning guidance
* Revision of commander’s intent
* Approval of courses of action or required changes (or a directed course of action)
* Revised information requirements

# 4.0 Course of Action Analysis

## 4.1 Prepare for Wargaming

### 4.1.1 Tools to Have on Hand

* Running Estimate
* Event Templates
* Recording Method
* COAs
* Calculation Methods
* Map/Terrain Model
* Graphics & Symbols
* Blank Recording Templates
* Planning SOP

### 4.1.2 Items to Post

* Map & Graphics
* Mission
* Commander’s Intent
* Evaluation Criteria
* Assumptions
* Task Organization
* Critical Events/ Operational Timeline
* COA Sketches/ Narratives
* Recording Forms (see Planners Toolkit, worksheets Sketch Note and Wargame Wrksht)

### 4.1.3 Appoint Scribes

## 4.2 Wargame “Round”

* Friendly HHQ task
* Adjacent unit tasks
* Subordinate unit tasks
* Intelligence
* Protection
* Sustainment
* Mission Command
* Commander/S3 location
* CP location
* Signal
* Adversary/Civil reaction
* Counter-actions (by exception)
* Record
* Decision support matrix
* Assumptions
* Targeting
* Risks
* Losses
* Evaluation criteria assessment

## 4.3 Course of Action Analysis Results

### 4.3.1 Refine

* Branch/sequel
* Decisive points
* Critical events
* Enemy event template
* Task organization
* Mission command
* CCIR/IC plan
* Information management plan
* Risk management plan
* Coordination requirements

### 4.3.2 Identify

* Key points
* Critical tasks
* Event timeline
* Time/location for committing the reserve
* Most dangerous ECOA/civil reaction
* Locations for the commander, CP, and nodes
* Critical events
* WFF requirements
* Effects on civilians and infrastructure
* NAI/TAI/DPs
* COA strength & weaknesses
* Risks, vulnerabilities, and risk management
* Coordination with interagency, HN, and NGO

### 4.3.3 Products

* Decision support template
* Execution matrix
* Stability plan
* Information collection plan
* Themes and messages
* WFF execution matrices
* Target synchronization matrix
* Attack guidance matrix
* Target selection standards
* Themes and messages plan
* WFF schemes of support
* Deception plan
* Operational timeline
* Movement times/ tables
* Projected enemy losses
* Projected essential tasks accomplished
* Anticipated media impact
* Integrated targeting plan
* Asset allocation

# 5.0 Course of Action Comparison and Approval

## 5.1 Advantage and Disadvantage Analysis

* Compile raw values derived during course of action analysis
* Note how each course of action exceeds, or falls short, of each evaluation criteria

## 5.2 Conduct Comparison

(see Planners Toolkit, worksheet COA Comparison)

* Convert raw values to rank values (best = 1, then 2, 3, etc.)
* Tied values = average of the rank values (2 values tied for 2nd rank = (2+3)/2 = 2.5)
* Add the evaluation criteria values for each course of action
* Course of action with the lowest total value becomes the recommended course of action
* If the commander weights a particular course of action, multiply the rank by the weight and re-add them

## 5.3 Brief

* Commander’s intent two levels higher (S3)
* Senior commander’s intent (S3)
* Status of the force (S4/S1)
* Intelligence preparation of the battlefield (S2)
* Courses of action considered (S5/Planner)
* Quick overview of each course of action
* Assumptions used
* Results of running estimates
* Results of analysis (war gaming)
* Results of advantage/disadvantage analysis
* Recommended course of action (S3)
* Staff discrepancies

## 5.4 Commander’s Final Planning Guidance

(see Planners Toolkit, worksheet CDRs Guidance)

* Revised commander’s intent
* Revised commander’s critical information requirements/decision points
* Priorities of support and priorities of effort
* Time and types of rehearsals
* Acceptable risk

## 5.5 Issue Warning Order 3

Refer to Appendix H (Warning Order #3 Format)

# 6.0 Order Production

## 6.1 Effective Army Writing (DA Pam 600-67)

* Start with the main idea
* Military writing technique
* Active voice
* First person
* Correct spelling, grammar, and punctuation
* Positive expression
* Authoritative phrases (avoid unqualified directives)
* Concise, clear, and simple verbiage
* Package effectively (pictures, matrices, bullets, sentences)

## 6.2 Order Composition

* 1st level outline headers: **bold and underline**
* All other headers: underline only
* Sub-paragraphs
* Requires two or more sub-paragraphs
* Indent 0.25” intervals
* Use hanging indent or flush left – remain consistent
* Label **1.**a.(1)(a)1. …
* Acronyms and abbreviations
* Use only ADRP 1-02
* Spell out at first use
* Use through the whole document
* Place and direction designations
* Points on the ground: map datum; MGRS; or Longitude-Latitude
* Directions: compass point; magnetic; grid; or true bearing
* Place: use all caps; provide grid coordinates at first use
* Roads, trails, and railroads: precede with route type; use planning name or point-to-point place designation; clockwise from north, left to right, front to rear facing enemy
* River banks: refer by cardinal directions; in a gap-crossing use near and far
* Naming conventions
* Classification markings
* Mark every paragraph
* Use after the paragraph alphanumeric marking, but before the first word
* Do not combine “Unclassified” and “For Official Use Only” see AR 25-55
* Unnamed dates and hours
* State the letter and its meaning at first use
* Spell out time periods for time that differs from accepted abbreviations
* Expressing time
* DDHHMMZ Month YYYY (Day Hour Minute Time-zone Month Year)
* “L” designates the LIMA time zone (one hour west of the international date line), not LOCAL
* Pages
* Second page and on uses a header
* Number first page and on
* Number attachment pages with all proceeding level attachments (C-5-B-2-3)
* Attachments
* Annex (letter) – Appendix (number) – Tab (letter) – Exhibit (number)
* Optional, use to keep the order short and clear (if not used show as “Omitted”)
* Annexes forbidden (show as “Not Used”): I and O
* Annexes that are spare (show as “Spare”): T, W, X, Y

## 6.3 Phasing

* Phasing of one portion of the order requires the use of phasing throughout the entire order
* Phasing by higher headquarters does not require like or parallel phasing by this headquarters

## 6.4 Methods to Reduce Composition Time

* Focus on just the area of operation and key tasks
* Leave SOP information in the SOP; do not regurgitate doctrine
* Continuously refine intelligence preparation of the battlefield products to create Annex B
* Start the execution matrix during mission analysis; build a “straw-man” during course of action development; flesh it out during course of action analysis
* Convert the bullets in the execution matrix to the operations order paragraph format; do not add elaboration unless required for clarity
* Provide subordinates key tasks rather than detailed steps to accomplish it.

## 6.5 Staff Review

(see Planners Toolkit, worksheet OPORD Matrix)

The purpose of the review is to eliminate contradictions between staff sections. Primary staff officers are responsible for reviewing the entire order. Primary officers may delegate this responsibility, but remain responsible. The S3/Planner provides a review suspense when publishing the order for review.

## 6.6 Staff Synchronization

The purpose of the staff synchronization is to ensure synchronization across the staff and make final changes. Primary staff officers attend the staff synchronization meeting. The S3/Planner facilitates the meeting. Synchronize the base order to the graphic and execution matrix first. Then synchronize Annex A, C, then other annexes in order. Time limit for meeting is 4 hours.

## 6.7 Order Brief

* Format
* Situation
* Task organization
* Mission statement
* Commander’s intent
* Concept of operation
* Scheme of… (including sustainment)
* Tasks to subordinate units
* Coordinating instructions
* Limit brief time to 1 hour
* Focus is the commander’s intent, concept of operation, and how the WFF support them

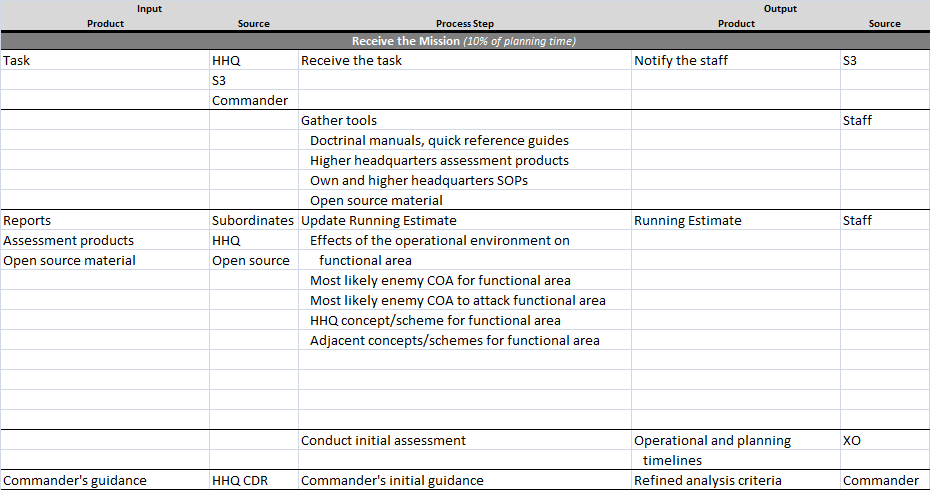
## 6.8 Confirmation Brief

Immediately follows the order brief. Subordinate commanders brief. This is the first iteration of Army Design Methodology.

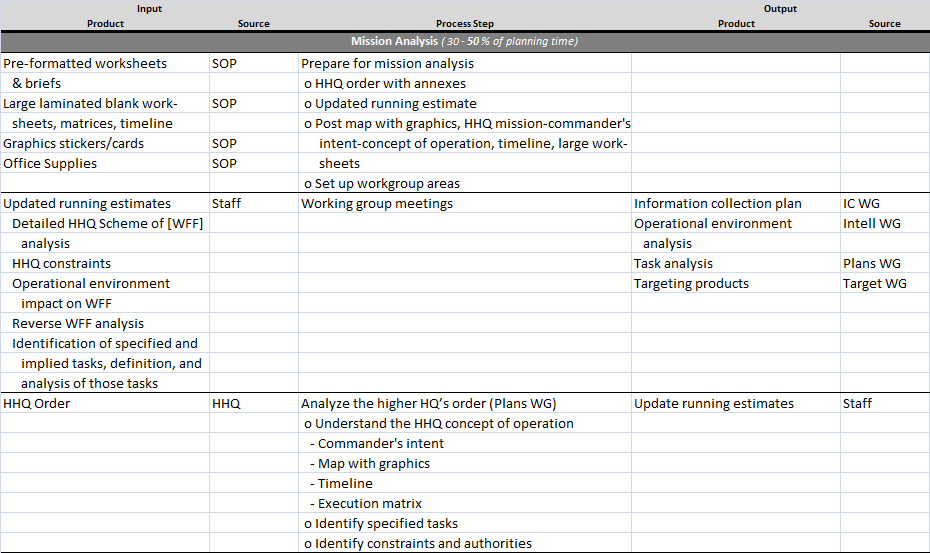
* Repeat the problem and end state
* Provide the subordinate level problem
* Detail subordinate level critical tasks
* Explain how the critical tasks impact the operational environment (end state)
* Explain how the critical tasks nest into the commander’s intent

# A. XO Quick Reference for MDMP

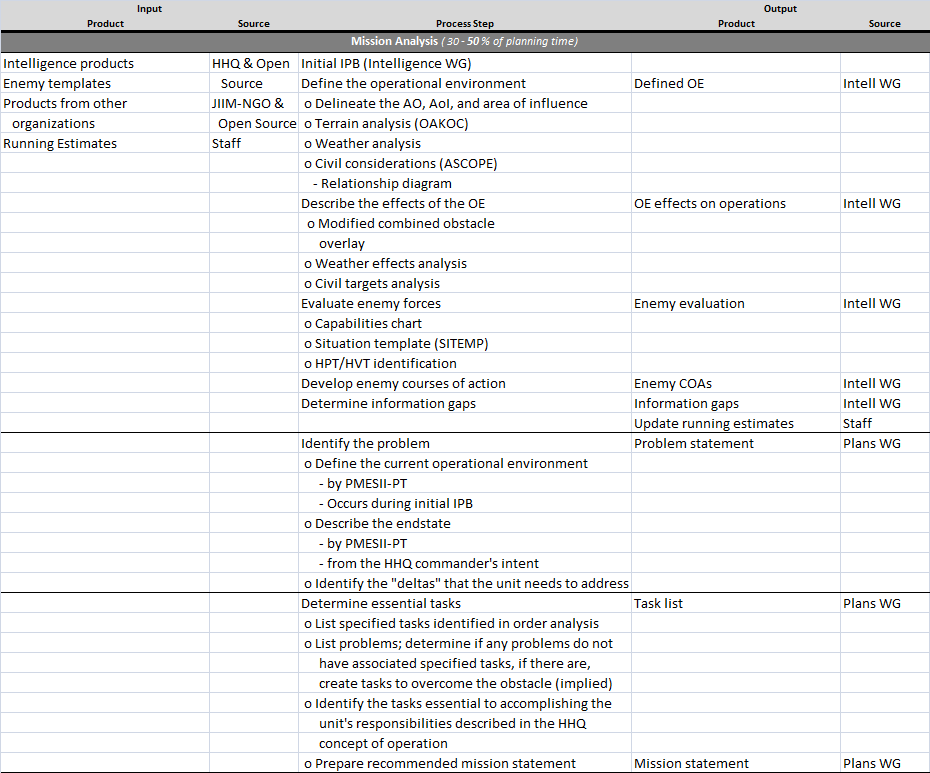
## A.1 Mission Receipt



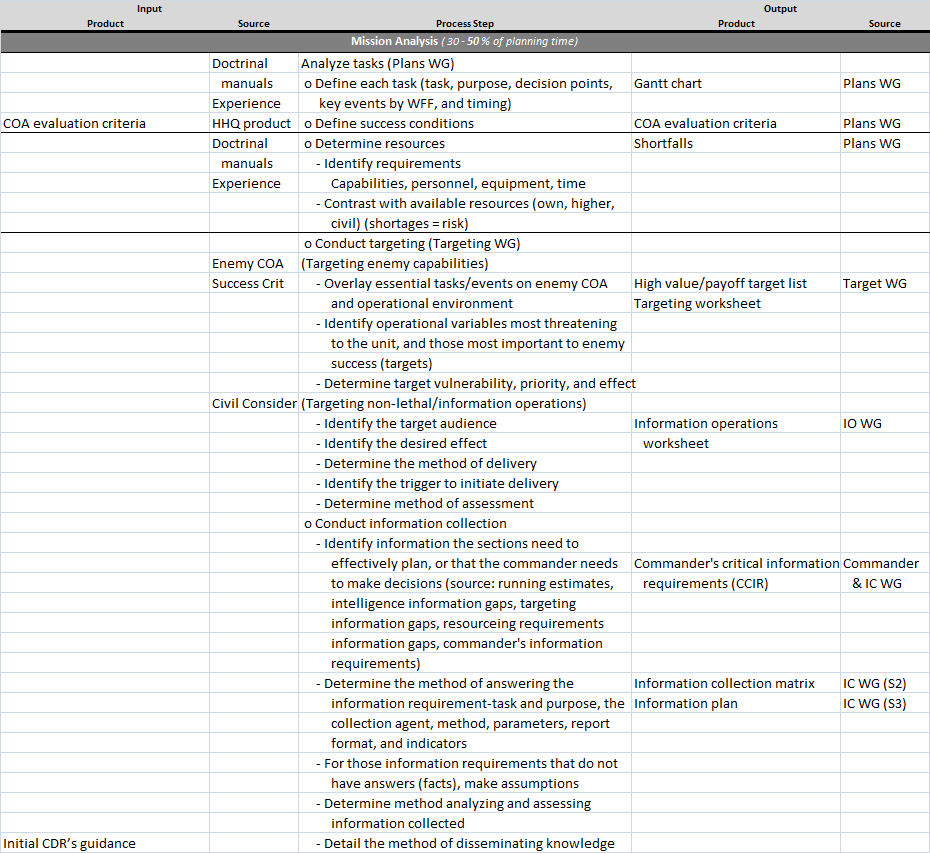
## A.2 Mission Analysis



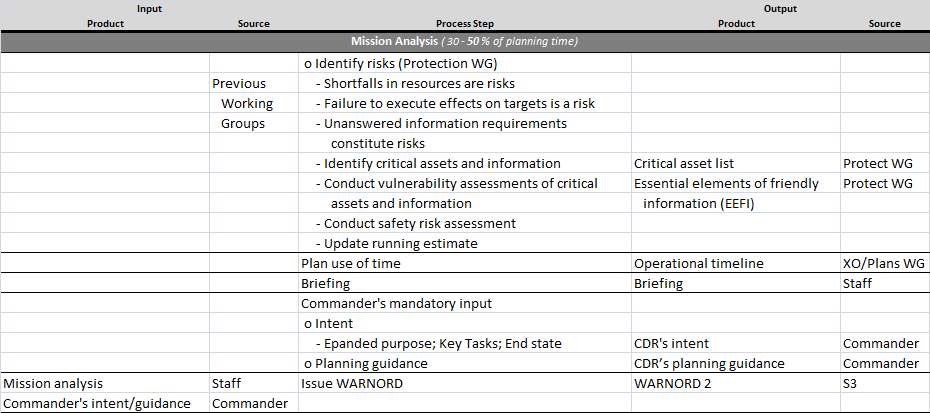
**A.2 Mission Analysis (continued)**



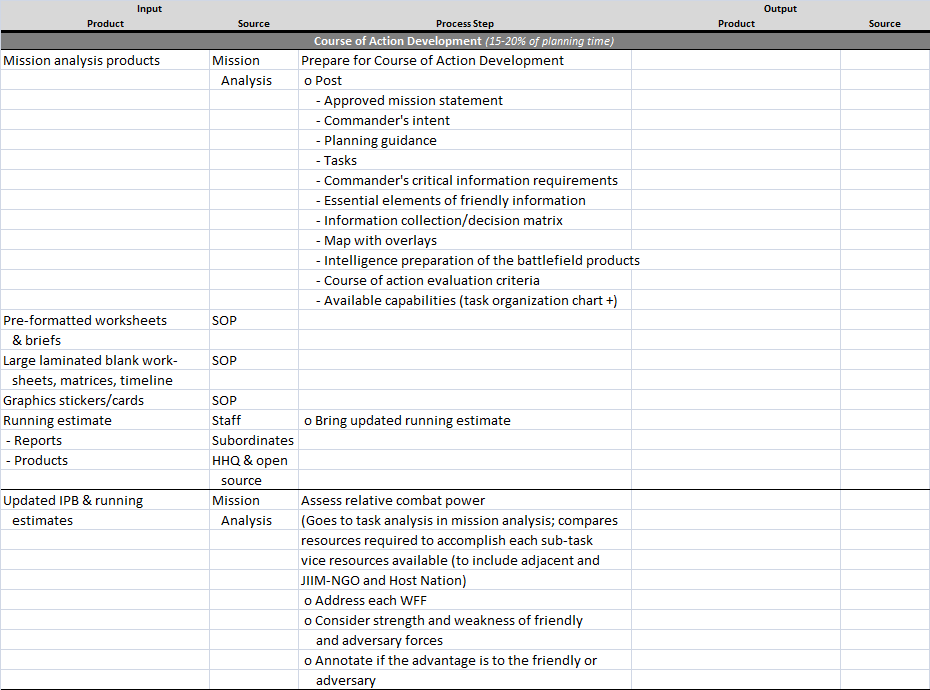
**A.2 Mission Analysis (continued)**



**A.2 Mission Analysis (continued)**



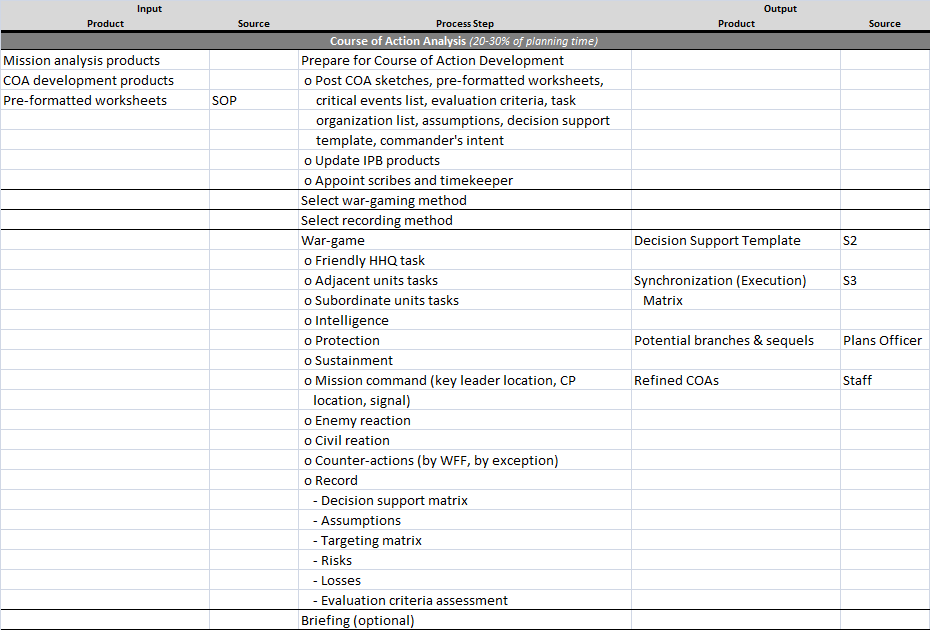
## A.3 Course of Action Development



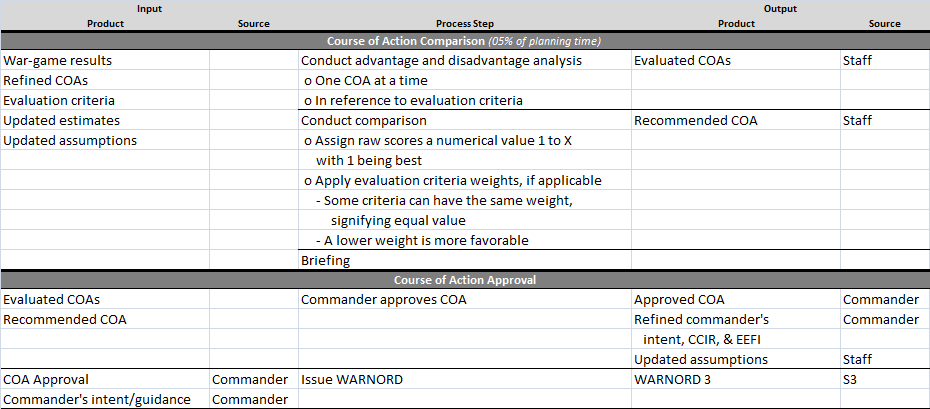
**A.2 Course of Action Development (continued)**

## 

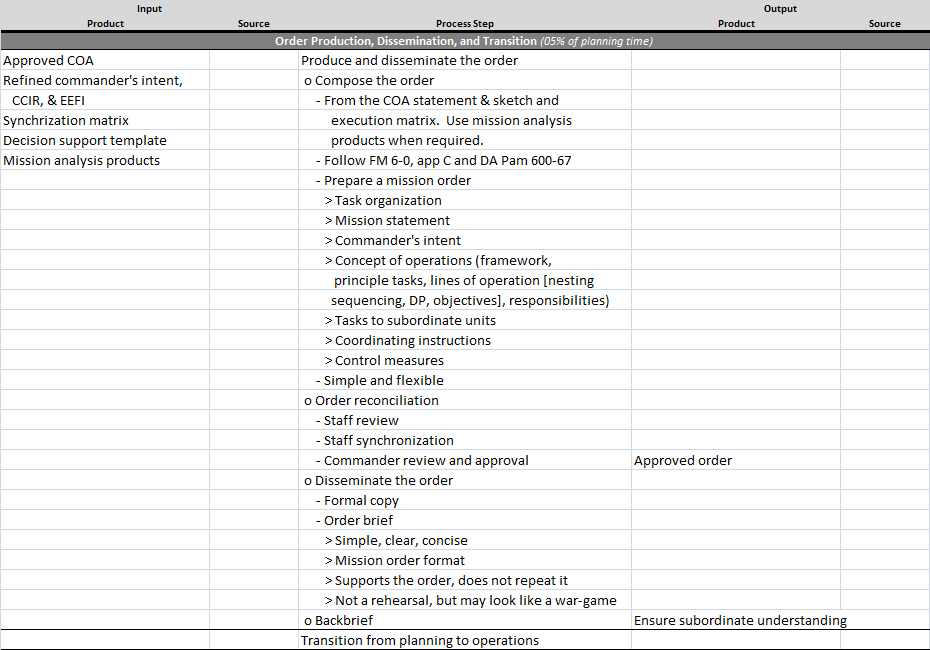
## A.4 Course of Action Analysis



## A.5 Course of Action Comparison and Approval



## A.6 Order Production



# B. WFF IR

## B.1 Intelligence Information Requirements

* What is the area of operations?
* What is the area of influence?
* What is your task organization (understand what your assets can do for you)?
* What is the enemy task organization?
* What are the enemy’s capabilities?
* Where is the enemy located within the AO and AoI?
* What is the disposition of the enemy?
* What is the composition of the enemy?
* What does the enemy need to know concerning us?
* Where are enemy reconnaissance assets?
* Where are the enemy main effort, security elements and emplaced obstacles for the COA considered?
* What will trigger the enemy to conduct a hasty defense?
* What will trigger the enemy to commit reserve forces?
* Where are enemy fire support assets?
* What will trigger the enemy to use CBRN munitions? Where and how will they employ them?
* Where are enemy target acquisition radars?
* Where are enemy network communications sites?
* Where are enemy of aviation forward arming and refueling points?
* Where are enemy command posts?
* What is the most likely enemy COA?
* What is the most dangerous enemy COA?
* What will be the weather over the next five days?
* How will the weather affect friendly and enemy capabilities, personnel, equipment, and logistics?
* How will the terrain affect friendly and enemy capabilities, personnel, equipment, and logistics?
* What are the commander’s decision points (DP) and associated information collection plan (CCIR)?
* What is the targeting information collection plan?
* What does the staff section or warfighting function need to know to complete planning?

## B.2. Fires Information Requirements

* What is the enemy’s indirect fire (mortars, cannon, rocket) systems capabilities (units/number of systems, task organization on the battlefield (# in disruption zone, # in battle zone, # in support zone, ranges, caliber, munitions available, doctrinal and recent employment techniques, location)?
* What is the enemy’s precision munitions capability (munitions type, designating capability)?
* What is the enemy’s counterfire radar capability (type, task organization, # in disruption zone, # in battle zone, # in support zone, ranges, acquisition capability, response times of counterfire, location of radar)?
* How does the enemy employ IDF/what is the most likely and most dangerous COAs for fires (mortar, cannon, rocket)?
* How does the enemy employ IDF observers, what is their capability, how are they task organized?
* What special ammunition requirements exist that need to be requested immediately through logistic channels (smoke, DPICM, precision, FASCAM)?
* Is there enough mortar/cannon/rocket ammunition to engage HPTs and achieve desired effects?
* Where are the High Payoff targets located?
* When do HPTs need to be engaged/ what information is required to make the decision to engage HPTs?
* What is the best method to engage each HPT?
* What is the desired effect of each HPT?
* Who can observe the engagement of HPTs?
* Where do friendly IDF units need to be emplaced IOT engage counterfire threats?
* What radar zones are available and when/where should they be planned?
* What CAS apportionment has been given to the unit?
* What is the current ATO cycle request process?
* Who is the ATO point of contact for the unit?
* What is the process to request immediate CAS?
* Where are the CAS aircraft located?
* Can we provide a JTAC or JFO ISO of CAS targets?
* How long does it take aircraft to arrive on station after notification (ISO planned targets, TIC)?
* Can naval gunfire support the operation?

## B.3 Protection Information Requirements

### B.3.1 General Protection Information Requirements

* What assets are critical?
* What are the protection priorities of effort?
* What is the adversary's capability?
* Conventional ground forces?
* Air forces?
* Rocket and tube artillery?
* CBRN?
* Electronic warfare?
* When does the protection working group meet?
* Who must attend?
* What should they bring with them?

### B.3.2 Chemical, Biological, Radiological, and Nuclear Information Requirements

* What is the MOPP? What criteria changes MOPP?
* What is the automatic masking criterion?
* What is the troop safety criterion?
* What is the OEG?
* What are CBRN marking procedures?
* Where are decontamination sites allowed and restricted?
* What are area decontamination requirements and restrictions?
* What are environmental decontamination requirements?
* What are environmental chemical (CS, herbicide, obscurant) restrictions?
* What are the CBRN reconnaissance requirements?
* What are obscurant requirements?
* What are flame field expedient requirements?
* What are sample handling procedures?
* Which routes are designated "dirty"?
* Who identifies those routes?
* Who controls movement on those routes?
* What is contaminated bypass criteria?
* What are CL II (CBRN) procedures?
* Where is it stored?
* What is available?
* What are the request procedures?
* Which medical facilities are treating contaminated casualties?
* What are the procedures for contaminated remains?
* What CBRN support do medical/MA require?
* What are unit level CBRN team requirements?

### B.3.3 Air Defense Information Requirements

* What is the air defense warning method and means?
* What is the weapon condition status?
* What are the criteria for delineating between hostile and friendly aircraft?
* What is the air defense sensor array?
* How are air defense weapons employed?
* What is the air defense tracking handover procedure?
* What survivability assets do I have available for ADA assets?
* What is the ADA CL V resupply concept?
* Which is the IFF code in effect?

### B.3.4 Operational Area Security Information Requirements

* What is my AO?
* What is my AoI?
* What is the base security zone?
* What QRF and TCF assets are available? Who controls them?
* Who is the landowner of my AO?
* Who is my garrison commander?
* What are convoy security rules?
* Who is the base defense operations commander?

### B.3.5 Safety Information Requirements

* What areas/locations are restricted due to safety?
* What are my terrain hazards?
* What are my weather hazards?
* What are my flora and fauna hazards?
* What are diseases and vectors?
* What are food and water allowances and restrictions?
* What are bivouac site selection criteria?
* What are field sanitation requirements?
* What are generator operation requirements?
* What are field feeding requirements?
* What are requirements for storage of flammables, munitions, and hazardous substances?
* What are my fire hazards and firefighting requirements?
* What are my electrical hazards and prevention requirements?
* What are vehicle movement control standards in a bivouac site?
* What are weapon handling procedures?
* What are workplace specific procedures?
* What are material handling procedures?
* What are munitions handling procedures?
* What are convoy safety procedures?
* What are CBRN material/sample handling procedures?
* What are CL II (safety) procedures?
* Where is it stored?
* What is available?
* What are the request procedures?
* What are facilities engineering requirements?
* What are first responder requirements?

### B.3.6 Anti-Terrorism Information Requirements

* What is the FPCON? What are the change criteria?
* Who is responsible for AT response?
* What are the PHYSEC responsibilities/procedures?
* What are RAM measures?
* Who are high-risk personnel and their protection requirements?
* What assets do I have available to enhance PHYSEC?

### B.3.7 Operations Security (OPSEC) Information Requirements

* Where is the security classification guide?
* What are the EEFI? What is the classification?
* When do OPSEC measures terminate?
* What are the OPSEC inspection requirements?

### B.3.8 Explosive Ordnance Disposal (EOD) Information Requirements

* What are the UXO marking procedures?
* What are the UXO reporting procedures?
* What special protection methods are required for UXO?

### B.3.9 Personnel Recovery Information Requirements

* What is the reporting procedure for PR events?
* What assets are available for locating IMDC?
* What assets are available for recovery of IMDC?

### B.3.10 Fratricide Prevention Information Requirements

* What is the reporting procedure for fratricide events?
* Are ROE available and clearly articulated?
* What are IFF procedures?
* Digital/radio?
* Challenge and password?
* Duress?
* Straggler control?
* Route marking
* How are boundaries and control measures evident on the ground?
* What are link-up procedures?

### B.3.11 Force Health Protection Information Requirements

* What are individual preventive medicine responsibilities?
* What are unit preventive medicine responsibilities?
* What environmental conditions may cause disease?
* What are special handling procedures for CBRN casualties?
* What are immunization requirements?
* What areas/locations are restricted due to health hazards?
* What are CL VIII procedures?
* Where is it stored?
* What is available?
* What are the request procedures?
* What are SLCR procedures?
* What are the procedures to procure vector control products?
* What are food, ice, and water restrictions?

## B.4. Sustainment Information Requirements

### B.4.1 Logistics Information Requirements

* How do I deploy my assets and what is the priority of effort and priority of support for the operation?
* What are the key assets (if lost or compromised) will make my combat power ineffective?
* What are the commanders CCIRs, and PIRs for critical classes of supply or pace items?
* What is my critical repair list requirement for my unit?
* What is my unit current combat power status?
* What are the critical supply shortfalls’s for my unit?
* When and where is the S4/SPO daily synchronization meeting?
* What are the non-governmental facilities available with our AOR to conduct services, maintenance, and storage of supply stockage?
* How and where can I get external sustainment support?
* What replacement parts do I have available?
* Where do I send my equipment for repair or replacement?
* What is the estimated turn-around time on repairs or replacement?
* What critical pieces on my property book are floats?
* How will large communication systems be moved and how long will it take to get communications back up and running? (Antennas, generators etc;)
* What is the operational services schedule for my systems?
* What will be the impact of services on operations? **(show as a timeline)**
* What is the requirement for crew-rest?
* What will be the impact of crew-rest on operations? **(show as a timeline)**
* Do I have the immediate treatment supplies required for injuries?
* Request for MEDEVAC information?
* Where are the locations of ambulance pick-up/exchange points (AXP)?
* Where is the medical treatment facilities located?
* How do we want to sustain detainees?
* How do we want to exercise civil-military operations sustainment?
* Which classes of supply are critical (require pre-stocking)?
* Which supply items do I want to control and how I control them?
* For which supply items do I want to set a required supply rate?
* What is my guidance on construction and maintenance of facilities?
* How is contracting support coordinated?
* How do I coordinate and monitor internal logistics requirements?
* How do I monitor movements, closure reports and order forms?
* How often are logistics running estimates updated (directly impact combat power / capabilities?
* When is the sustainment / logistics annex due?
* When do I develop and track unit logistics status LOGSTAT (directly impacts combat power / capabilities)?
* How do I track internal organizational readiness?
* How do I track and forecast internal weapon system status?
* How do I assist the S2/3 in indentifying the enemy logistics on the battlefield?
* How do I track and monitor BDA?

### B.4.2 Personnel Information Requirements

* What is the priority of effort and priority of support for replacement personnel?
* What are the postal operations requirements?
* What are the religious belief requirements in the AOR or theater?
* When or where are religious services held (posted hours)?
* Who is the finance operations officer and who coordinates financial services support.
* Who coordinates unit morale, welfare, and recreation activities?
* What is the priority of effort for other personnel services?
* How do I coordinate legal service support and where is the Staff Judge Advocate located?
* What are the health system support requirements?
* What are the commanders CCIRs, and PIRs for personnel, medical, legal, and religious issues?
* What are the transportation requirements for replacement personnel?
* When and where is the S4/SPO daily synchronization meeting?
* How often does the daily PERSTAT report need to be submitted?
* What are our CASEVAC procedures and who coordinates them?
* How is routine medical transportation coordinated?
* How are we reporting / battle tracking attachments/
* How often are personnel running estimates updated (directly impact combat power / capabilities?
* When is the S1 personnel annex due?

### B.4.3 Medical Information Requirements

## B.5 Mission Command Information Requirements

### B.5.1. Signal Information Requirements

* **Situation**
* **Area of Operation**
* What is the designated AO?
* **Area of Interest**
* To where do I reachback for assistance?
* Where are the key communication nodes for my higher-higher headquarters?
* Where is the furtherest extent that enemy forces can locate communication intercept and disruption equipment that can affect my operations?
* **Weather**
* How does temperature affect each piece of communication equipment maintenance and performance?
* How does humidity affect each piece of communication equipment maintenance and performance?
* How do particulates in the air affect each piece of communication equipment maintenance and performance?
* How does precipitation affect each piece of communication equipment maintenance and performance?
* How does wind affect each piece of communication equipment maintenance and performance?
* How do weather phenomena affect each piece of communication equipment maintenance and performance?
* How do sun and moon conditions affect each piece of communication equipment maintenance and performance?
* How does air stability affect each piece of communication equipment maintenance and performance?
* What type of weather variations can I expect over the next 5 days?
* **Terrain**
* Soil
* How will soil types affect communications?
* Elevation
* How will elevation affect LOS communications?
* How will elevation affect BLOS communications?
* How will elevation affect sattelite communications?
* How will elevation affect line communications?
* What are the safety hazards to my communication operations associated with elevation?
* Vegetation
* How will vegetation affect LOS communications?
* How will vegetation affect BLOS communications?
* How will vegetation affect sattelite communications?
* How will vegetation affect line communications?
* What are the vegetation and fauna safety hazards to my communication operations?
* Water - Streams, Rivers, Bodies
* How will ground water affect LOS communications?
* How will ground water affect BLOS communications?
* How will ground water affect sattelite communications?
* How will ground water affect line communications?
* What are the water safety hazards to my communication operations?
* Built-up Areas
* How will civilian communications systems affect my communications?
* How will civilian structures affect my communications?
* How will available civilian power affect my communications?
* What are the safety hazards related to communications systems (power lines, voltage, etc.) that may affect my communication operations?
* **Civil Considerations**
* Area
* What does the populace in my AO use for communication?
* What does the populace in my AO want for communication?
* Structure
* What civilian communication assets operate in my AO?
* How can I use existing civilian communications facilities or structures to improve my communication system capabilities?
* What is the extent of damage to civilian communications structures due to conflict?
* Capabilities
* Where are the dead spots in civilian communication assets in my AO?
* Can I piggy-back on existing civilian communications capabilities?
* What is the extent of damage to civilian communications capabilities due to conflict?
* What new civilian communications capabilities would have a positive impact on the populations view of US/Coalition activities?
* Organizations and People
* Which organizations or people are key to civilian communication infrastructure?
* Where do they reside?
* How can I contact them?
* Are they friendly, neutral, or opposed to US/Coalition actions?
* What motivates them?
* Events
* What are the popular radio and television broadcasts in my AO?
* What is the popular news distribution in my AO?
* What are the popular internet sites and social media in my AO?
* **Enemy**
* Electronic Attack
* How can the enemy use electronic means to locate our positions and disposition?
* How can the enemy use electronic means to disrupt our mission command systems?
* How can the enemy use electronic means to intercept our mission command systems?
* How can the enemy use electronic means to destroy our mission command systems?
* Where is the enemy most likely to place these EW systems?
* How is the enemy most likely to employ these EW systems?
* How is the enemy most likely to protect these EW systems?
* What does the enemy require to sustain these EW systems?
* How might the weather, terrain, and civil infrastructure affect these EW systems?
* Internal Communications
* How is the enemy most likely to communicate with their subordinates?
* How is the enemy most likely to communicate with their superiors?
* Where is the enemy most likely to place these communication systems?
* Where is the enemy most likely to place these communications systems?
* How is the enemy most likely to employ these communications systems?
* How is the enemy most likely to protect these communications systems?
* What does the enemy require to sustain these communications systems?
* How might the weather, terrain, and civil infrastructure affect these communications systems?
* **Friendly**
* Communications two-levels higher
* What is the scheme of signal operations of my higher-higher headquarters?
* What is the scheme of information assuarnce of my higher-higher headquarters?
* What is the scheme of voice and data networking of my higher-higher headquarters?
* What is the scheme of satellite communication of my higher-higher headquarters?
* What is the scheme of foreign data exchange of my higher-higher headquarters?
* How will my higher-higher headquarters conduct electromagnetic spectrum operations?
* What are special signal coordinating instructions of my higher-higher headquarters?
* What are special signal reporting requirements of my higher-higher headquarters?
* Communications one-leve higher
* What is the scheme of signal operations of my higher headquarters?
* What is the scheme of information assuarnce of my higher headquarters?
* What is the scheme of voice and data networking of my higher headquarters?
* What is the scheme of satellite communication of my higher headquarters?
* What is the scheme of foreign data exchange of my higher headquarters?
* How will my higher headquarters conduct electromagnetic spectrum operations?
* What are special signal coordinating instructions of my higher headquarters?
* What are special signal reporting requirements of my higher headquarters?
* What is the unique contact information for my higher headquarters? (telephone listing)
* What is my high headquarters signal precedence of use (PACE)?
* Adjacent Units
* What is the scheme of signal operations of adjacent units?
* How do I connect into adjacent unit networking systems?
* Will adjacent unit communications affect my communications systems/networks?
* **Mission**
* What in the operational environment do my signal units need to change to support achievement of the commander's end state?
* What are the essential signal tasks to support accomplishment of the commander's intent?
* When must signal operations commence to accomplish the commander's intent?
* Where will signal operations occur to best support the commander's intent?
* **Execution**
* **Mission Analysis**
* Identify and Define Tasks
* What are the unit's tactical tasks?
* What is the priority of support to the tactical tasks?
* What are the signal tasks required to support each tactical task?
* What is the purpose for each signal task?
* What is the effect expected for each signal task?
* What is the measure of effectiveness for each signal task?
* When/where will decisions be required to execute each signal task?
* Determine Assets Available
* What communications assets does each signal task require? (capability, personnel, equipment, logistics) (consider higher, adjacent, & lower units)
* What communications assets do I have available?
* Is there a shortage or surplus of assets?
* Identify Risks
* What are my critical assets?
* What are the vulnerabilities of each critical asset?
* Against direct action, air attack, electronic attack, indirect fire, CBRN, insider threat, weather phenomena
* What are my organic protection capabilities for each asset? (passive & active)
* What personal protective equipment is required to operate communication assets?
* What safety mitigations are required to operate communication assets?
* What additional protection capabilities does each critical asset require?
* **Course of Action Development**
* Options
* Means: Network
* Medium: Digital or Analog
* Mode: "PACE"
* Location of Asset
* Timing: Start-Stop
* Array Forces
* Place forces
* Show range fans
* Prepare a Concept of Signal Support for each Course of Action
* What are the communications risks and how can we mitigate them?
* **Course of Action Analysis**
* Does the scheme of communication adequately support the concept of operation?
* Communication with higher headquarters
* Communication with subordinates
* Communication with adjacent units
* Does the scheme of communication receive adequate fire support, protection, and sustainment?
* What are my assumptions?
* What are the critical communications events?
* What are the communications decision points?
* What are potential communications branches?
* What are potential communications sequels?
* **Course of Action Comparison**
* What are the signal advantages and disadvantages associated with each course of action?
* Which course of action does the signal plan support best?
* On which points do I disagree with the rest of the staff?
* **Signal Movement and Maneuver**
* How will signal assets move into position?
* What is the mobility and countermobility support required for signal assets?
* What is the signal information collection plan?
* What is the signal obscuration plan?
* **Signal Intelligence**
* What is the signal targeting plan?
* **Signal Fires**
* Where do we need to preplan targets to support signal operations?
* What are the call-for-fire and close air support procedures?
* **Signal Protection** (see identify risks and risk mitigation above; areas of consideration)
* Air and missile defense
* Personnel recovery
* Fratricide avoidance
* Defense against Level I threat
* Defense against Level II threat
* Defense against Level III threat
* CBRN defense
* Safety
* Operations security
* Explosive ordnance disposal
* Force health protection
* **Sustainment**
* What are my critical pieces of equipment?
* What are my critical repair parts?
* What replacement parts do I have available?
* Where do I send my equipment for repair or replacement?
* What is the estimated turn-around time on repair or replacement?
* For what pieces of signal equipment on my property book are there floats?
* How will I move my communications systems? (include antennas & generators)
* What is the operational services schedule for my systems?
* What will be the impact of services on operations? (show as a timeline)
* What is the requirement for crew-rest?
* What will be the impact of crew-rest on operations? (show as a timeline)
* Do I have the immediate treatment supplies required for injuries resulting from signal operations?
* Where will the signal crews report for medical treatment?
* Request for MEDEVAC information?
* Location of ambulance pick-up/exchange points (AXP)?
* Location of medical treatment facilities?
* **Command and Signal**
* **Command**
* Where will signal leaders locate?
* What is the signal leader succession of responsibility?
* What is the higher headquarters battle rhythm?
* How do I best coordinate and collaborate with the higher signal section?
* **Control**
* Where is the optimum location for signal assets to support mission command?
* What is the time frame to tear-down, pack, and reinstall network nodes when jumping sites? (describe for each type of node, mode, and activity)
* What is the continuity of operations plan?
* What reports does the higher headquarters require? And when?
* What reports do I require from subordinates? When? Frequency?
* What meetings does a signal representative need to attend? (receive a meeting SOP)
* What meetings does the signal section need to host? (build a meeting SOP)
* **Concept of Signal Support**
* Scheme of Information Assurance; Voice & Data Network Diagrams; Satellite Communication; Foreign Data Exchange; and Electromagnetic Spectrum Operations
* How will communications support the concept of operations?
* What is the priority of support?
* What is the priority of effort?
* What are the key tasks and corresponding effects or purposes?
* What is the communications task organization or nodes?
* Where will communcations assests locate?
* Scheme of Foreign Disclosure
* What information can we disclose, release, or receive? What can we not?
* How do we go about exchanging information?
* What steps do we need to take to safeguard information, or prevent unauthorized disclosure?
* Scheme of Electromagnetic Spectrum Operations
* What is the relationship between nodes? (ESO diagram)
* Which frequencies are going to use?
* What are the frequency access times and dates? Show as a chart
* What is the internet protocol scheme for modems and routers?
* Include a Network Diagram

# C. Running Estimate Content

## C.1. Intelligence

* Intelligence and information collection assets (*capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting*) available
* Intelligence and information collection support to key tasks
* Intelligence and information collection constraints & authorities
* Intelligence and information collection key tasks
* Intelligence and information collection assets required
* Description of the area of operation (AO) (*flora, fauna, soil, observation, avenues of approach, key terrain, obstacles (natural or manmade), and camouflage/concealment*)
* Description of weather
* Description of civil considerations
* Define the area of influence and area of interest (AoI)
* Priority intelligence requirements and collection plan
* High-payoff target list (HPTL)
* Intelligence and information collection risks
* Most likely enemy course of action to attack intelligence assets
* Enemy counter-intelligence and information collection assets, capabilities, employment, and vulnerabilities
* Event template
* Enemy combat power rating
* Most likely enemy course of action situation template
* Most dangerous enemy course of action situation template

## C.2. Movement & Maneuver

### C.2.1. Operations

* Define the AO
* Unit key tasks
* Execution time line
* Movement & maneuver support to key tasks
* Key task effects and assessment criteria
* Decision support matrix
* Effects of terrain, weather, and civil considerations on movement & maneuver assets
* Defended asset list (DAL)
* Weapon system line of sight (LOS) analysis
* Combat power rating

### C.2.2. Engineer

* Engineer battlefield assessment (EBA)
* Mobility/counter-mobility assets (capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting) available
* Mobility/counter-mobility support to key tasks
* Mobility/counter-mobility constraints & authorities
* Mobility/counter-mobility assets required
* Effects of terrain, weather, and civil considerations on mobility/counter-mobility assets
* Mobility/counter-mobility information collection plan
* Mobility/counter-mobility risks
* Most likely enemy course of action to attack mobility/ counter-mobility assets
* Enemy mobility/counter-mobility assets, capabilities, employment, and vulnerabilities

## C.3. Fires

* Fire support assets (capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting) available
* Fire support to key tasks
* Fire support tasks (FSTs)
* Fire support constraints & authorities
* Target value assessment (TVA) (CARVER analysis)
* Target synchronization matrix (TSM)
* Fire support task matrix (FSTM)
* Fire support assets required
* Effects of terrain, weather, and civil considerations on fire support assets
* Fire support information collection plan
* Battle damage assessment (BDA) and munitions effectiveness collection plan
* Fire support execution matrix (FSEM)
* Fire support risks
* Most likely enemy course of action to attack fire support assets
* Enemy ground, air, and navel fire support assets, capabilities, employment, and vulnerabilities

## C.4. Protection

ADA, CBRN, ENGR, SURG, Safety, S2X

* Protection assets (capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting) available
* Protection support to key tasks
* Critical asset list (CAL)
* Vulnerability assessments (v. Threat Level I; II; III; air attack; long-range artillery; CBRN; electro-magnetic; safety; espionage; fratricide; isolation; )
* Essential elements of friendly information (classification guide)
* Protection constraints & authorities
* Protection key tasks
* Protection assets required
* Effects of terrain, weather, and civil considerations on protection assets
* Protection information collection plan
* Risk mitigation measures
* Most likely enemy course of action to attack critical assets
* Most likely enemy course of action to attack using weapons of mass destruction
* Enemy protection assets, capabilities, employment, and vulnerabilities

## C.5. Sustainment

### C.5.1. Logistics

* Logistics assets (capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting) available
* Logistics support to key tasks
* Logistics constraints & authorities
* Logistics key tasks
* Logistics assets required
* Effects of terrain, weather, and civil considerations on logistics assets
* Logistics information collection plan
* Logistics targets
* Logistics risks
* Most likely enemy course of action to attack logistics assets
* Enemy logistics assets, capabilities, employment, and vulnerabilities

### C.5.2. Human Resources

* Personnel status (current)
* Personnel systems support assets (capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting) available
* Personnel systems support to key tasks
* Personnel systems support constraints & authorities
* Personnel systems support key tasks
* Effects of terrain, weather, and civil considerations on personnel support assets
* Personnel systems support assets required
* Personnel systems support information collection plan
* Personnel systems support targets
* Personnel systems support risks
* Most likely enemy course of action to attack personnel systems support assets
* Enemy personnel systems support assets, capabilities, employment, and vulnerabilities

### C.5.3. Chaplain

* Unit ministry plan
* Religious support area assessment
* Religious support assets (capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting) available
* Religious support constraints & authorities
* Religious support to key tasks
* Religious support key tasks
* Religious support assets required
* Effects of terrain, weather, and civil considerations on religious support assets
* Religious support information collection plan
* Religious support targets
* Religious support risks
* Most likely enemy course of action to attack religious support assets
* Enemy religious support/political officer assets, capabilities, employment, and vulnerabilities

## C.6. Mission Command

### C.6.1. Signal

* Communications assets (*capabilities, personnel, equipment, supplies, time; organic, higher, adjacent, and supporting*) available
* Communications systems LOS analysis
* Communication support to key tasks
* Communications constraints & authorities
* Communications key tasks
* Communications assets required
* Effects of terrain, weather, and civil considerations on communications assets
* Communications information collection plan
* Communications targets
* Communications risks
* Most likely enemy course of action to attack communications assets
* Enemy communication assets, capabilities, employment, and vulnerabilities

# D. Working Group Standard Operating Procedures

## Operations and Intelligence Working Group

* Purpose: Validate requirements and deconflict the missions and taskings of organic and attached collection assets
* Frequency:
* Mode: P: In person; A: Ventrillo; C: DCO; E: SVOIP
* Composition: Chair: Chief of Intelligence
* S2X
* S3
* Engineer
* ADAM/BAE
* Fire Support Officer
* S6
* Information Operations Officer
* Electronic Warfare Officer
* CBRN Officer
* Sustainment Cell Representative
* SJA
* Subordinate Unit Representative
* Input:
* Running estimates
* Commander’s Guidance/Intent
* AO Update
* CCIR Update
* Future Operations Requirements
* Output:
* Situation Template
* Information Collection Matrix
* Recommended CCIR
* Validate Outputs to Other Working Groups
* Recommend NAI/TAI
* Agenda:
* Review of Commander’s Guidance
* Review of IPB
* Review of IC plan
* Future Operations Requirements
* Update IC Plan

## Assessment Working Group

* Purpose:
* Frequency:
* Mode:
* Composition:
* Input:
* Running estimates
* Output:
* Agenda:

## Targeting Working Group

* Purpose: Synchronize fires, recommends target acquisition and attack, and identifies requirements for assessing targeting and attack effectiveness.
* Frequency: Once every targeting cycle; follows the HHQ Targeting Meeting
* Mode: P: In person; A: Ventrillo; C: DCO; E: SVOIP
* Composition: Chair: Chief of Fires
* HTT
* Fire Support Coordination Cell representative
* Movement and Maneuver Cell representative
* Intelligence Cell representative
* Collection Manager
* Sustainment Cell representative
* S6
* Information Operations Officer
* EW Officer
* MISO
* PAO
* Civil Affairs Officer (S9)
* Targeting Officer
* Protection Cell representative
* Weather Officer
* SJA
* COLT Chiefs
* Subordinate FSO/LNOs
* ALO/TACP
* Naval LNO
* ADAM/BAE
* SOF LNO
* Reinforcing unit LNO
* JIIM LNOs (as req’d)
* Input:
* Running estimates
* Targeting Assessment past 24-hours
* Operations Assessment past 24-hours
* HPTL, TSS, AGM
* FSTs & Commander’s Guidance
* Higher Headquarters’ Fire Support Plan and Guidance
* Fires Combat Power
* Information Collection Plan
* Output:
* Updated IPB, unit execution matrix, and CCIR
* Updated HPTL, TSS, AGM
* Target Folders
* TSM
* FSEM
* Agenda:
* IPB (S2)
* IC Plan (S2)
* Current Situation (S3)
* Commander’s Guidance (S3)
* Tasks (S3)
* Fires Support Matrix (FSO)
* Air Capabilities (ALO)
* Past 24-hour HPT BDA (Targeting Officer)
* Radar Status (Targeting Officer)
* Counterfire (Targeting Officer)
* Airspace Management (ADAM/BAE)
* Information Operations (IO Officer)
* EW (EW Officer)
* Others, as required

## Protection Working Group

* Purpose: Identify threats and implement control measures
* Frequency:
* Mode: DCO
* Composition: Chair: Chief of Protection
* S2
* S3
* Sustainer
* Signal Officer
* Engineer
* ADAM/BAE
* CBRN Officer
* Rear Area Protection Officer
* Safety Officer
* SJA
* Surgeon
* Subordinate protection officers
* Input:
* Running estimates
* Commander’s guidance and intent
* Current threats and trends
* Current operations update
* Vulnerability assessments
* Output:
* Updated protection estimate
* Identified vulnerabilities
* Recommended FPCON
* Recommended mitigation
* Recommended EEFI
* Recommended CAL and DAL
* Agenda:
* Operations update
* Intelligence update
* CCIR review
* DAL update
* New vulnerabilities
* Review of high- and extremely high-risk mitigation measures
* Recommendations

## Sustainment Working Group

* Purpose: Coordinate and synchronize sustainment operations with maneuver operations
* Frequency:
* Mode: P: CPOF/Ventrillo; A: DCO; C: SVOIP; E: Email
* Composition: Chair: Chief of Sustainment
* S2
* S3
* Engineer
* Fires Support Officer
* S5
* S6
* Supply and Services Officer/NCO
* Transportation Officer/NCO
* Maintenance Officer/NCO
* S1
* Surgeon
* SJA
* Chaplain
* Subordinate Sustainers
* Input:
* Running estimates
* LOGSTAT/PERSTAT
* Commander’s Guidance/Intent
* Concept of Operation
* Output:
* Scheme (Concept) of Sustainment
* Synchronized ordering and distribution plan
* Agenda:
* Concept of Operation
* IC Requirements
* Engineer Requirements
* Fire Support Requirements
* Signal Requirements
* Scheme of Sustainment
* Current Status of Requests

# E. Planning Guidance Checklist

## E.1. 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

## E.2. Movement & Maneuver

* 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 counter-reconnaissance
* 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 end state
* Information operations

## E.3. 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

## E.4. 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

## E.5. 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, and V
* Controlled supply rates

## E.6. 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

# F. Warning Order 1 Format

**Copy ## of ## copies**

**Issuing headquarters**

**Place of issue**

**Date-time group of signature**

**Message reference number**

**WARNING ORDER 1 (U)**

**(U) References:**

(a) (U) Map Series -

(b) (U) [Tasking directive, i.e. higher headquarters order]

(c) (U) [Other relevant documentation; ensure there is a sub-paragraph for every external document referenced in the WARNORD]

**(U) Time Zone Used Throughout the OPORD:**

**(U) Task Organization:**  To be determined.

1. (U) **Situation**.

a. (U) Area of Interest. To be determined.

b. (U) Area of Operations. [Describe the general are of the operation by MGRS, political boundaries, terrain features, etc., or insert a graphic.]

c. (U) Enemy Forces. To be determined. [If known, identify the enemy force; concisely summarize its composition, disposition, and capabilities. Information should not exceed 1 paragraph.]

d. (U) Friendly Forces. [Summarize HHQ concept of operation, if available.]

e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. To be determined. [Unless HHQ articulates a clear, concise concept; if this is the case, summarize.]

f. (U) Civil Considerations. To be determined. [Unless HHQ articulates a clear, concise concept; if this is the case, summarize.]

g. (U) Attachments and Detachments. To be determined. [Unless specified in the tasking order.]

h. (U) Assumptions. None at this time. [If there are key planning assumptions, list each as a separate sub-paragraph.]

2. (U) **Mission**. [Transcribe the mission of the tasking headquarters.]

3. (U) **Execution**.

a. (U) Initial Commander’s Intent. To be determined.

b. (U) Concept of Operations. To be determined.

c. (U) Tasks to Subordinate Units. To be determined. [If there are distinct tasks for units regarding preparations, movement, or reconnaissance, list each unit as a unique sub-paragraph and list corresponding tasks and purposes.]

d. (U) Coordinating Instructions.

(1) (U) Operational Timeline. [Identify key planning, preparation, and execution events as separate sub-paragraphs. List event, location, time, and requirements.]

(2) (U) Commander’s Critical Information Requirements.

(a) (U) Priority Intelligence Requirements. To be determined. [Unless commander’s initial guidance identifies PIR. List each as separate sub-paragraphs. Include question, LTIOV, and collection method.]

(b) (U) Friendly Force Information Requirements. To be determined. [Unless commander’s initial guidance identifies FFIR. List each as separate sub-paragraphs. Include question, LTIOV, and collection method.]

(3) (U) Essential Elements of Friendly Information. ([HHQ] EEFI) [Keep parenthetical statement and transcribe HHQ EEFI as separate sub-paragraphs. If the commander provides EEFI in their initial guidance replace parenthetical statement and articulate the guidance.]

(4) (U) Movement Instructions. [Only list if applicable, otherwise delete paragraph.]

(5) (U) Reconnaissance Instructions. [Only list if applicable, otherwise delete paragraph.]

(6) (U) Reporting Requirements. [Only list if para 5 is “No change,” otherwise delete paragraph.]

4. (U) **Sustainment**. To be determined. [If HHQ articulates a clear, concise concept, then summarize. If there are specific instructions regarding sustainment preparations, detail them in sub-paragraphs: a. Logistics; b. Personnel; and c. Army Health System Support.]

5. (U) **Command and Signal**. No change. [If “No change,” delete paragraphs below. If there are changes from the existing order, state changes in the paragraphs below.]

a. (U) Command.

(1) (U) Location of Commander. [During the planning process.]

(2) (U) Succession of Command. Per SOP.

(3) (U) Liaison Requirements. [List as sub-paragraphs, if known or articulated in the commander’s initial guidance. Give particular thought to collaborative planning liaisons (temporary). State “TBD” if none identified.]

b. (U) Control.

(1) (U) Command Posts. [Articulate as required relative to the planning and preparation phases.]

(2) (U) Reports. [If para 5 is “No change,” then Reports can be part of para 3.d. (Coordinating Instructions)]

(a) (U) Submit Logistics Status Report (LOGSTAT) via [state method, i.e., BCS3], NLT [state time]. [Provide blank LOGSTAT file location if required.]

(b) (U) Submit Personnel Status Report (PERSTAT) via [state method, i.e., BCS3], NLT [state time]. [Provide blank PERSTAT file location if required.]

c. (U) Signal. To be determined. [Unless the higher headquarters order articulates a scheme of signal support for the unit, then transcribe the applicable portions.]

**ACKNOWLEDGE:**

[Commander’s last name]

[Commander’s rank]

**OFFICIAL:**

[Authenticator’s name]

[Authenticator’s position]

**ANNEXES:**  None

**DISTRIBUTION:**  See Annex Z (Distribution) of [current OPORD] [or, reference the appropriate SOP].

# G. Warning Order 2 Format

**Copy ## of ## copies**

**Issuing headquarters**

**Place of issue**

**Date-time group of signature**

**Message reference number**

**WARNING ORDER 2 TO OPERATION ORDER NN-YYYY (CODE NAME) (U)**

**(U) References:**

(a) (U) Map Series -

(b) (U) [Tasking directive, i.e. higher headquarters order]

(c) (U) [Other relevant documentation; ensure there is a sub-paragraph for every external document referenced in the WARNORD]

**(U) Time Zone Used Throughout the OPORD:**

**(U) Task Organization:**

|  |  |  |  |
| --- | --- | --- | --- |
| Unit | Unit | Unit | HHC |
| Unit | Unit | Unit | Operations Section |
| Unit | Unit | Unit | Food Service Section |
| Unit | Unit | Unit | Maintenance Section |
| HQ | HQ | HQ | Supply Section |

1. (U) **Situation**.

a. (U) Area of Interest. [Define by MGRS, political boundaries, terrain features, etc., or insert a graphic.]

b. (U) Area of Operations. [Define by MGRS, political boundaries, terrain features, etc., or insert a graphic.]

(1) (U) Terrain. [Describe in a short paragraph covering major aspects of terrain as detailed on the modified combined obstacle overlay; a graphic is acceptable.]

(2) (U) Weather. [Detail by day each weather phenomena and its impact on capabilities, personnel, equipment, and tasks for both friendly and enemy; a chart is acceptable.]

c. (U) Enemy Forces. [Identify the enemy force in the area of interest; concisely summarize its composition, disposition, and capabilities; discuss the enemy most likely and most dangerous courses of action.]

d. (U) Friendly Forces.

(1) (U) Higher Headquarters Mission and Intent.

(a) (U) Higher Headquarters Two Levels Up. [Replace title with actual unit name.]

1. (U) Mission. [Transcribe if available]

2. (U) Commander’s Intent. [Transcribe if available]

(b) (U) Higher Headquarters. [Replace title with actual unit name.]

1. (U) Mission. [Transcribe if available]

2. (U) Commander’s Intent. [Transcribe if available]

(2) (U) Missions of Adjacent Units. [Summarize HHQ concept of operations, if available. Create a sub-paragraph for each adjacent unit; include supporting and supported units.]

e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. [Concisely describe the impact of interagency, intergovernmental, and non-governmental organizations on operations. Create a sub-paragraph for each organization.]

f. (U) Civil Considerations. [Concisely describe the impacts of civil considerations on the operation. Address using ASCOPE, but detail by exception.]

g. (U) Attachments and Detachments. [Detail attachment and detachment taskings as individual paragraphs; focus is on coordination and defining command and support relationships.]

h. (U) Assumptions. [List each assumption as a separate sub-paragraph; include the information collection plan for that assumption.]

2. (U) **Mission**. [State the unit’s approved mission.]

3. (U) **Execution**.

a. (U) Commander’s Intent. [Provide the initial commander’s intent.]

b. (U) Concept of Operations. To be published.

c. (U) Tasks to Subordinate Units. [Create a sub-paragraph for each subordinate unit and detail preparation tasks. If no preparation tasks, write “To be published.”]

d. (U) Coordinating Instructions.

(1) (U) Operational Timeline. [Identify key planning, preparation, and execution events as separate sub-paragraphs. List event, location, time, and requirements.]

(2) (U) Commander’s Critical Information Requirements.

(a) (U) Priority Intelligence Requirements. [List approved PIR as separate sub-paragraphs.]

(b) (U) Friendly Force Information Requirements. [List approved FFIR as separate sub-paragraphs.]

(3) (U) Essential Elements of Friendly Information. [List approved EEFI as separate sub-paragraphs]

(4) (U) Themes and Messages. [Articulate approved themes.]

(5) (U) Other Coordinating Instructions. [Use as required. If none, show “None.”]

4. (U) **Sustainment**. [Provide preparation tasks in the appropriate sub-task. If no preparation tasks, delete sub-paragraphs and annotate, “To be published.”]

a. (U) Logistics.

b. (U) Personnel.

c. (U) Army Health System Support.

5. (U) **Command and Signal**.

a. (U) Command.

(1) (U) Location of Commander. [During the planning process.]

(2) (U) Succession of Command. Per SOP.

(3) (U) Liaison Requirements. [List as sub-paragraphs; provide task and purpose, coordinating instructions, and arrival time. State “To be published” or “None” if none identified.]

b. (U) Control.

(1) (U) Command Posts. [Articulate as required relative to the planning and preparation phases.]

(2) (U) Reports. [List and describe format and reporting times (if not SOP) for required preparation reports.]

c. (U) Signal. [Define preparation tasks; if no preparation tasks, state “To be published.”]

**ACKNOWLEDGE:**

[Commander’s last name]

[Commander’s rank]

**OFFICIAL:**

[Authenticator’s name]

[Authenticator’s position]

**ANNEXES:**

Annex A – Task Organization Omitted

Annex B – Intelligence Omitted [may be used to share IPB products]

Annex C – Operations Omitted

Annex D – Fires Omitted

Annex E – Protection Omitted

Annex F – Sustainment Omitted

Annex G – Engineer Omitted

Annex H – Signal Omitted

Annex I – Not Used

Annex J – Public Affairs Omitted

Annex K – Civil Affairs Operations Omitted

Annex L – Information Collection

Annex M – Assessment Omitted

Annex N – Space Operations Omitted

Annex O – Not Used

Annex P – Host-Nation Support Omitted

Annex Q – Knowledge Management Omitted

Annex R – Reports Omitted

Annex S – Special Technical Operations Omitted

Annex T – Spare

Annex U – Inspector General Omitted

Annex V – Interagency Coordination Omitted

Annex W – Operational Contract Support Omitted

Annex X – Spare

Annex Y – Spare

Annex Z – Distribution Omitted

**DISTRIBUTION:**  See Annex Z (Distribution) of [current OPORD] [or, reference the appropriate SOP].

# H. Warning Order 3 Format

**Copy ## of ## copies**

**Issuing headquarters**

**Place of issue**

**Date-time group of signature**

**Message reference number**

**WARNING ORDER 3 TO OPERATION ORDER NN-YYYY (CODE NAME) (U)**

**(U) References:**

(a) (U) Map Series -

(b) (U) [Tasking directive, i.e. higher headquarters order]

(c) (U) [Other relevant documentation; ensure there is a sub-paragraph for every external document referenced in the WARNORD]

**(U) Time Zone Used Throughout the OPORD:**

**(U) Task Organization:**

|  |  |  |  |
| --- | --- | --- | --- |
| Unit | Unit | Unit | HHC |
| Unit | Unit | Unit | Operations Section |
| Unit | Unit | Unit | Food Service Section |
| Unit | Unit | Unit | Maintenance Section |
| HQ | HQ | HQ | Supply Section |

1. (U) **Situation**.

a. (U) Area of Interest. [Define by MGRS, political boundaries, terrain features, etc., or insert a graphic.]

b. (U) Area of Operations. [Define by MGRS, political boundaries, terrain features, etc., or insert a graphic.]

(1) (U) Terrain. [Describe in a short paragraph covering major aspects of terrain as detailed on the modified combined obstacle overlay; a graphic is acceptable.]

(2) (U) Weather. [Detail by day each weather phenomena and its impact on capabilities, personnel, equipment, and tasks for both friendly and enemy; a chart is acceptable.]

c. (U) Enemy Forces. [Identify the enemy force in the area of operation; concisely summarize its composition, disposition, and capabilities; discuss the enemy probable courses of action.]

d. (U) Friendly Forces.

(1) (U) Higher Headquarters Mission and Intent.

(a) (U) Higher Headquarters Two Levels Up. [Replace title with actual unit name.]

1. (U) Mission. [Transcribe if available]

2. (U) Commander’s Intent. [Transcribe if available]

(b) (U) Higher Headquarters. [Replace title with actual unit name.]

1. (U) Mission. [Transcribe if available]

2. (U) Commander’s Intent. [Transcribe if available]

(2) (U) Missions of Adjacent Units. [Summarize HHQ concept of operations, if available. Create a sub-paragraph for each adjacent unit; include supporting and supported units.]

e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. [Concisely describe the impact of interagency, intergovernmental, and non-governmental organizations on operations. Create a sub-paragraph for each organization.]

f. (U) Civil Considerations. [Concisely describe the impacts of civil considerations on the operation. Address using ASCOPE, but detail by exception.]

g. (U) Attachments and Detachments. [Detail attachment and detachment taskings as individual paragraphs; focus is on coordination and defining command and support relationships.]

h. (U) Assumptions. [List each assumption as a separate sub-paragraph; include the information collection plan for that assumption.]

2. (U) **Mission**. [State the unit’s approved mission.]

3. (U) **Execution**.

a. (U) Commander’s Intent. [Provide the commander’s revised intent.]

b. (U) Concept of Operations. [Provide the course of action narrative.]

c. (U) Scheme of Movement and Maneuver. [Provide the scheme of movement and maneuver]

(1) (U) Scheme of Mobility/Countermobility. [Provide the scheme of mobility and countermobility]

(2) (U) Scheme of Battlefield Obscuration. [Provide the scheme of battlefield obscuration]

(3) (U) Scheme of Information Collection. See Annex L (Information Collection).

d. (U) Scheme of Intelligence. [Provide the scheme of intelligence]

e. (U) Scheme of Fires. [Provide the scheme of fires]

f. (U) Scheme of Protection. [Provide the scheme of protection]

g. (U) Cyber-Electromagnetic Activities. [Provide the scheme of cyber-electromagnetic activities]

h. (U) Stability Operations. [Provide critical stability tasks]

i. (U) Assessment. [Provide end state and objectives]

j. (U) Tasks to Subordinate Units. [Create a sub-paragraph for each subordinate unit and detail preparation tasks. If no preparation tasks, write “To be published.”]

k. (U) Coordinating Instructions.

(1) (U) Operational Timeline. [Identify key planning, preparation, and execution events as separate sub-paragraphs. List event, location, time, and requirements.]

(2) (U) Commander’s Critical Information Requirements.

(a) (U) Priority Intelligence Requirements. [List updated PIR as separate sub-paragraphs]

(b) (U) Friendly Force Information Requirements. [List updated FFIR as separate sub-paragraphs]

(3) (U) Essential Elements of Friendly Information. [List updated EEFI as separate sub-paragraphs]

(4) (U) Fire Support Coordination Measures. [Define FSCM]

(5) (U) Airspace Coordinating Measures. [Define ACM]

(6) (U) Rules of Engagement. [Define ROE]

(7) (U) Risk Reduction Control Measures. [Describe risk reduction control measures]

(8) (U) Personnel Recovery Coordination Measures. [Define personnel recovery coordination measures, if applicable; or reference published PRCM with the internet address for finding the document.]

(9) (U) Environmental Considerations. [Describe environmental considerations and control measures]

(10) (U) Soldier and Leader Engagement. [State commander’s guidance for target audiences and reporting requirements]

(11) (U) Other Coordinating Instructions. [Use as required. If none, show “None.”]

4. (U) **Sustainment**. [Provide the scheme of sustainment]

a. (U) Logistics. [Provide logistics specific planning information pertinent to subordinate planning]

b. (U) Personnel. [Provide personnel specific planning information pertinent to subordinate planning]

c. (U) Army Health System Support. [Provide medical specific planning information pertinent to subordinate planning]

5. (U) **Command and Signal**.

a. (U) Command.

(1) (U) Location of Commander and Key Leaders. [Detail for the operation]

(2) (U) Succession of Command. Per SOP.

(3) (U) Liaison Requirements. [List as sub-paragraphs; provide task and purpose. State “To be published” or “None” if none identified.]

b. (U) Control.

(1) (U) Command Posts. [Detail for the operation]

(2) (U) Reports. [List and describe format and reporting times (if not SOP) for required preparation reports.]

c. (U) Signal. [Provide the scheme of signal]

**ACKNOWLEDGE:**

[Commander’s last name]

[Commander’s rank]

**OFFICIAL:**

[Authenticator’s name]

[Authenticator’s position]

**ANNEXES:**

Annex A – Task Organization Omitted

Annex B – Intelligence

Annex C – Operations Omitted

Annex D – Fires Omitted

Annex E – Protection Omitted

Annex F – Sustainment Omitted

Annex G – Engineer Omitted

Annex H – Signal Omitted

Annex I – Not Used

Annex J – Public Affairs Omitted

Annex K – Civil Affairs Operations Omitted

Annex L – Information Collection

Annex M – Assessment Omitted

Annex N – Space Operations Omitted

Annex O – Not Used

Annex P – Host-Nation Support Omitted

Annex Q – Knowledge Management Omitted

Annex R – Reports Omitted

Annex S – Special Technical Operations Omitted

Annex T – Spare

Annex U – Inspector General Omitted

Annex V – Interagency Coordination Omitted

Annex W – Operational Contract Support Omitted

Annex X – Spare

Annex Y – Spare

Annex Z – Distribution [ Omitted if SOP is available]

**DISTRIBUTION:**  See Annex Z (Distribution). [or, reference the appropriate SOP]