

# **STAFF PROCESS**

## **Quick Reference Series**

### **Military Decision Making Process**

**Step 5 (COA Comparison)**  
**Step 6 (COA Approval)**  
**Step 7 (Orders Production)**  
**(Book 5 of 5)**



**September 2012**

The Staff Process Quick Reference Series (SPQRS) addresses scores of Mission Command topics. Each SPQRS edition is dated and numbered for reference purposes.

**SPQRS - 5 - 2012**

## About This Book

### **Purpose**

This publication has been developed as a tool to assist unit commanders and staffs with the final three steps of the Military Decision Making Process (MDMP), *Course of Action Comparison*, *Course of Action Approval*, and *Orders Production*.

### **How It's Organized**

This publication is designed as a quick reference for use during the conduct of the MDMP or to “brush up” on the process before it is initiated. Organization of this book supports a simplified, checklist approach.

Each of the three MDMP major tasks (step) listed above is briefly described and followed by a graphic that highlights its key features. Each of the major tasks is then separated into its supporting tasks with the following information provided: actions that must occur, typical performers of the action, results that should occur, and helpful tips to assist in task execution. A fill-in “Notes” section is provided at the end of each subtask. Selected tools to assist in task execution are also included, along with a glossary of applicable terms and acronyms.

### **Note from the Author**

*This book is not intended to be an “end all” reference tool for the MDMP. To cover every possible staff position and staff-to-topic combination would require far more detail than a reference of this nature can provide. Successful employment of this tool lies in its collaborative use with other staff members, maintaining MDMP process focus, and “checking off” critical process requirements.*

*It is also impossible to write observations, insights, and lessons (OIL) to fit each reader / user. Suffice it to say that you must balance your MDMP staff duties and responsibilities with those of other staff personnel. As you proceed through the tasks of each step in the MDMP, whether the commander, XO, principal or special staff, consider your support role and those of others in getting the job done. You may not have to take any action on a given task or associated observation or insight, but you should be the “eyes and ears” ensuring the right action is being taken by the right person, on the right tasks, at the right time.*

## About This Book (cont.)

### **Special Information Legend**

The following icons are included throughout this publication with the purpose of soliciting reader / user attention to information ranging from “considered critical” to noteworthy observations, insights, and lessons (OIL). These are author annotations and may not coincide with reader / user opinion.



Information is considered critical to task / mission accomplishment. Requires special scrutiny to ensure successful staff collaboration and unit execution



Stop for a minute! Based on the information provided, check that how you proceed is the most effective COA.



Note the reference listed if you need subject clarification or need to know more.



Every task “Tips” section contains valuable observations, insights and lessons.

### **Task Reference Legend**

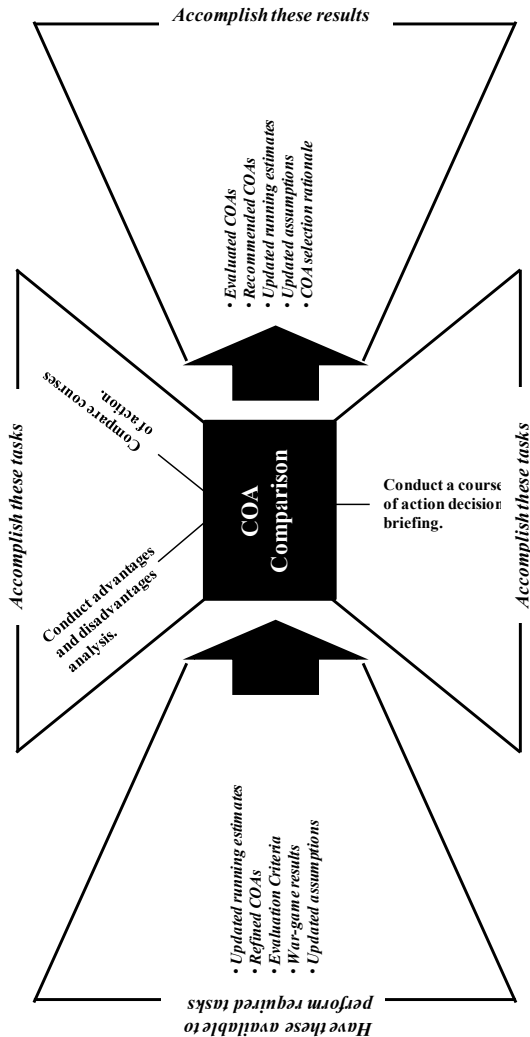
Before each step of the MDMP, a table identifying a by-task, paragraph reference to ATTP 5-0.1 has been included. While this book provides a task-by-task breakout of actions that should occur, who performs them, the results that should be achieved, and numerous observations, insights, and lessons (OIL) that will aid in task performance, it is important that a review of current doctrine (by task) be accomplished. As you proceed through the MDMP tasks that follow, use this table to quickly make that review.

## About This Book (cont.)

### MDMP Step Inputs, Actions, and Outputs

Simply put...there are seven major steps / tasks and multiple sub-tasks. Each step is conducted in an iterative or repetitious manner, where key actions and products are needed as inputs to the tasks within each step, and performance of the tasks within each step produces key outputs...many of which will be needed as inputs to the succeeding MDMP step. **Note the following diagrams concerning the final three steps of the MDMP, COA Comparison, COA Approval, and Orders Production..**

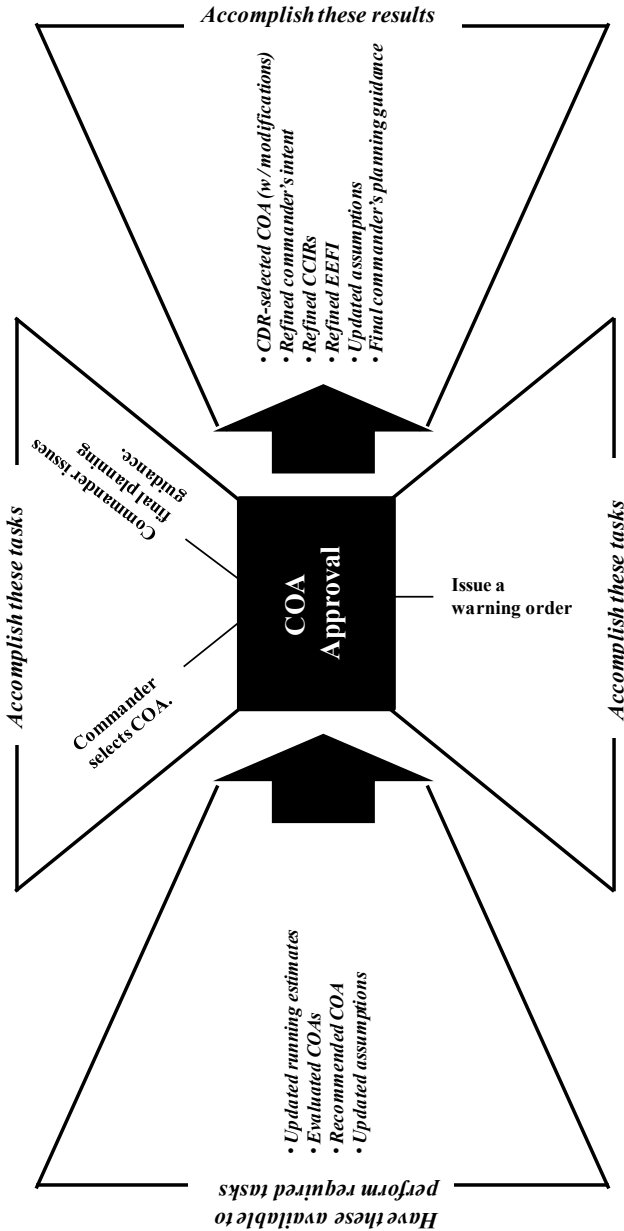
#### COA Comparison



## About This Book (cont.)

### MDMP Step Inputs, Actions, and Outputs (cont.)

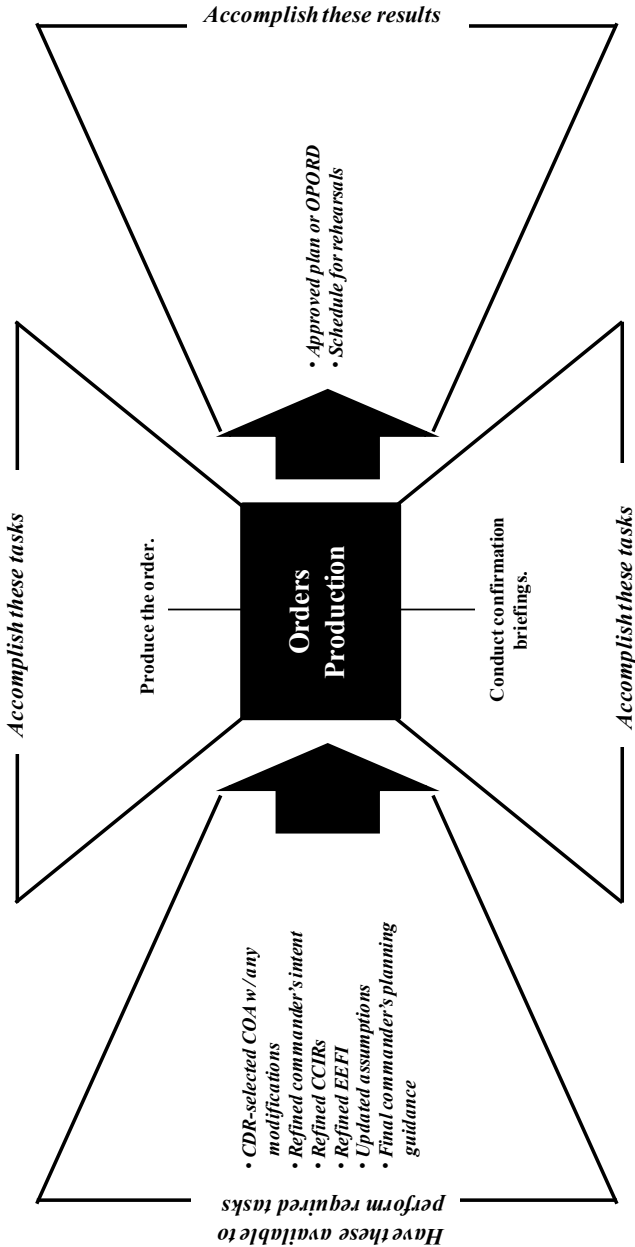
#### COA Approval



## About This Book (cont.)

### MDMP Step Inputs, Actions, and Outputs (cont.)

#### Orders Production



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## Introduction to the MDMP

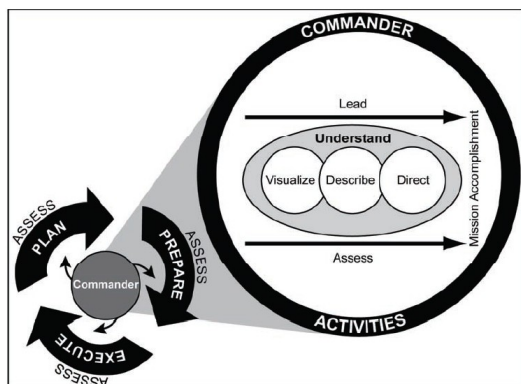
The MDMP is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution (ATTP 5-0.1).

The MDMP

- Helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. *ATTP 5-0.1*
- Helps commanders, staffs, and others think critically and creatively while planning. *ATTP 5-0.1*
- Facilitates collaborative planning. The higher headquarters solicits input and continuously shares information concerning future operations through planning meetings, warning orders, and other means.
- Shares information with subordinate and adjacent units, supporting and supported units, and other military and civilian partners.
- Encourages active collaboration among all organizations affected by the pending operations to build a shared understanding of the situation, participate in course of action development and decision making, and resolve conflicts before publishing the plan or order. *ATTP 5-0.1*
- Focuses on developing an understanding of the current situation and determining what to assess and how to assess progress using measures of effectiveness and measures of performance. *ATTP 5-0.1*

### TIP

*It is critical that you assist the commander in achieving a clear understanding of the operational environment.*



## What's Involved?

The following MDMP table is nothing more than a “snapshot” of the process. The devil is in the details, as there are numerous tasks within each step that must be accomplished to effectively move through the process. Not all tasks within the steps of the MDMP are done sequentially. Many are done simultaneously, as will be pointed out in the explanations ahead. Consider the letter “Z” as you navigate this table. *Note, this is not a mirror copy of Figure 4-1 in ATTP 5-0.1. It includes other key input and output information identified in the MDMP step sections of Chapter 4, ATTP 5-0.1.*

| Key inputs  | Steps  | Key outputs   |
|---|--|---|
| <ul style="list-style-type: none"> <li>Higher headquarters' plan or order or a new mission anticipated by the commander</li> </ul>  | <p>Step 1<br/>Receipt of Mission</p>                 | <ul style="list-style-type: none"> <li>Commander's initial guidance</li> <li>Initial allocation of time</li> </ul>  |
| Warning order   |  |   |
| <ul style="list-style-type: none"> <li>Higher headquarters' plan or order</li> <li>Higher headquarters' intelligence and knowledge products</li> <li>Knowledge products from other organizations</li> <li>Design concept (if design precedes mission analysis)</li> <li>Updated Running Estimates</li> <li>Initial commander's guidance</li> <li>COA evaluation criteria (from commander's initial guidance)</li> </ul> | <p>Step 2<br/>Mission Analysis</p>                   | <ul style="list-style-type: none"> <li>Approved problem statement</li> <li>Approved mission statement</li> <li>Initial commander's intent</li> <li>Initial CCIRs and EEFls</li> <li>Initial commander's planning guidance</li> <li>Information themes and messages</li> <li>Updated IPB and running estimates</li> <li>Assumptions</li> <li>Resource shortfalls</li> <li>Updated operational timeline</li> <li>COA evaluation criteria</li> </ul>   |
| Warning order   |  |   |
| <ul style="list-style-type: none"> <li>Approved problem statement</li> <li>Approved mission statement</li> <li>Initial commander's intent, planning guidance, CCIR, and EEFl</li> <li>Updated IPB and running estimates</li> <li>Assumptions</li> <li>Design concept (if developed)</li> <li>Specified and implied tasks</li> </ul>   | <p>Step 3<br/>Course of Action (COA) Development</p> | <ul style="list-style-type: none"> <li>COA statements and sketches                             <ul style="list-style-type: none"> <li>Tentative task organization</li> <li>Broad concept of operations</li> </ul> </li> <li>Commander's revised planning guidance to include:                             <ul style="list-style-type: none"> <li>War-gaming guidance</li> <li>Evaluation criteria</li> </ul> </li> <li>Updated running estimates and IPB products</li> <li>Updated assumptions</li> </ul> |
| <ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Revised commander's planning guidance</li> <li>Updated IPB products</li> <li>COA statements and sketches</li> <li>Updated assumptions</li> </ul>  | <p>Step 4<br/>COA Analysis (War Game)</p>            | <ul style="list-style-type: none"> <li>Refined COAs</li> <li>Potential decision points</li> <li>War-game results</li> <li>Initial assessment measures</li> <li>Updated assumptions</li> <li>Decision support templates and matrixes</li> <li>Synchronization matrixes</li> <li>Potential branches and sequels</li> <li>Updated running estimates</li> </ul>   |
| <ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Refined COAs</li> <li>Evaluation criteria</li> <li>War-game results</li> <li>Updated assumptions</li> </ul>   | <p>Step 5<br/>COA Comparison</p>                     | <ul style="list-style-type: none"> <li>Evaluated COAs</li> <li>Recommended COAs</li> <li>Updated running estimates</li> <li>Updated assumptions</li> <li>COA selection rationale</li> </ul>   |
| <ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Evaluated COAs</li> <li>Recommended COA</li> <li>Updated assumptions</li> </ul>   | <p>Step 6<br/>COA Approval</p>                       | <ul style="list-style-type: none"> <li>Commander selected COA and any modifications</li> <li>Refined commander's intent, CCIRs, and EEFls</li> <li>Updated assumptions</li> <li>Final commander's planning guidance</li> </ul>  |
| Warning order   |  |   |
| <ul style="list-style-type: none"> <li>Commander selected COA with any modifications</li> <li>Refined commander's intent, CCIRs, and EEFls</li> <li>Updated assumptions</li> <li>Commander's final planning guidance</li> </ul>   | <p>Step 7<br/>Orders Production</p>                  | <ul style="list-style-type: none"> <li>Approved operations plan or order</li> <li>Schedule for rehearsals</li> </ul>  |

## Who Talks to Whom About What

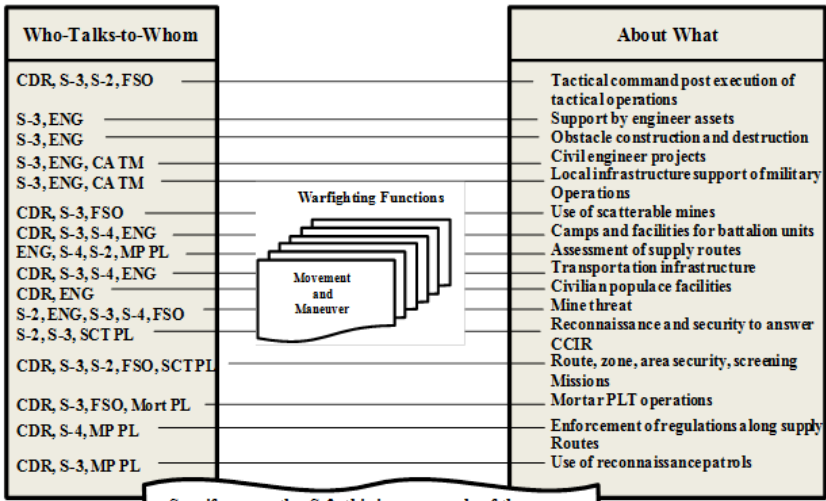
Remember the earlier comment about the “Devil is in the details?” Nowhere is this more true than knowing who to communicate with to get the right answer or product, in the right sequence or format, at the right time. Planning standard operating procedures (PSOP) and Tactical SOPs (TACSOP) should have this information . . . right? Don’t count on it.

As you train on the MDMP, check your SOPs, and find out if there are omissions in “who talks to whom about what.” For every task and product identified in the previous graphic, there are potentially a host of staff personnel interacting with one another to accomplish them.

**TIPs**

*Identify every key staff position involved in the execution of your unit’s MDMP, and ask the question . . . within this process, “who talks to whom about what?” Correct what is wrong and add the correct answers to your SOPs.*

**For every “what” topic you see in the below graphic, there is also a “why.” Consider “why” a particular staff member may need to collaborate about one of the “what” topics. You may discover a need to collaborate based on another staff member’s “why.”**



## Who Talks to Whom About What (cont.)

Following are examples of the executive officer’s (XO) interaction with the unit staff organized by two of the six warfighting functions (WFF), Movement and Maneuver and Intelligence. These lists (examples only . . . units may have different requirements than those shown) can be an important tool for the XO and the staff and should be included in unit SOPs. Don’t make the mistake of thinking that the following graphics only apply to the XO. Your staff position is addressed as well. Take the time to identify where you fit within each WFF. You are grouped with other key staff, and information topics (“About What”) that you and others may need to collaborate on are identified. A complete list of collaboration topics within each WFF may be found in the MTC-LVN June 2012 edition of the *Staff Handbook*.

### WFF - Movement and Maneuver



| Collaboration With   | About What  |
|--|---|
| CDR, S-3<br><br>CDR, S-3<br>CDR, All Staff<br>CDR, All Staff<br>CDR, S-3, S-1, S-4<br>CDR, S-3<br>CDR, S-3, S-2<br>S-3<br>CDR, S-3, CA, S-2<br>CDR, S-3, FSO, CA<br>CDR, S-3<br><br>S-3<br>CDR, S-3<br><br>CDR, S-3, S-4<br>CDR, S-3<br>S-3, S-4<br>FSO, S-3, S-2<br>CDR, S-3                | Shaping the area of operations (AO) and area of influence (AI)<br>Conditions for successful decisive operations<br>Synchronization of all the elements of combat power<br>Commander’s (CDR) intent and concept of operations<br>Combat status of all subordinate units<br>Integration of attached units<br>Support to deception, counter-deception operations<br>Battalion (BN) Collection Plan<br>Scope of Civil Affairs<br>Unit taskings and assets to accomplish effects tasks<br>Compatibility of other national military structures with US systems<br>Operational assessments<br>Coordination with adjacent, attached, special operations forces, host nation, and coalition units<br>Battalion unit movements<br>Providing a reserve<br>Mobility in the AO<br>Integration of lethal and non-lethal effects<br>Current operations |
| CDR, S-3, MP PL<br>CDR, S-3, MP PL<br>CDR, S-1, MP PL<br>CDR, S-3, MP PL<br>CDR, S-3, MP PL<br>CDR, S-3, MP PL<br>S-3, CA TM, S-2, MP PL<br>CDR, S-3, MP PL, S-2<br>S-2, MP PL<br>CDR, S-3, MP PL<br>CDR, S-3, MP PL<br>CDR, S-3<br>CDR, S-3<br><br>CDR, S-3, S-2<br>FSO, S-1, S-2, S-3, S-4 | Use of reconnaissance patrols<br>Law enforcement missions<br>Criminal investigations<br>Crowd and riot control operations<br>Area damage control<br>Reaction force operations<br>Assessment of civil defense and local police<br>Battalion detainee collection point<br>Physical security<br>Liaison with local police<br>Personnel, convoy, very important person security<br>Assets from higher headquarters (HHQ)<br>Training requirements, allocation of training resources, CDR’s training guidance<br>Stability Operations (SO) planning<br>Positioning of fires units  |

## Who Talks to Whom About What (cont.)

### WFF - Movement and Maneuver (cont.)

| Collaboration With         | About What   |
|----------------------------|--|
| CDR, S-3, S-2, FSO         | Tactical command post execution of tactical operations |
| S-3, ENG                   | Support by engineer assets                             |
| S-3, ENG                   | Obstacle construction and destruction                  |
| S-3, ENG, CA TM            | Civil engineer projects                                |
| S-3, ENG, CA TM            | Local infrastructure support of military operations    |
| CDR, S-3, FSO              | Use of scatterable mines                               |
| CDR, S-3, S-4, ENG         | Camps and facilities for battalion units               |
| ENG, S-4, S-2, MP PL       | Assessment of supply routes                            |
| CDR, S-3, S-4, ENG         | Transportation infrastructure                          |
| CDR, ENG                   | Civilian populace facilities                           |
| S-2, ENG, S-3, S-4, FSO    | Mine threat  |
| S-2, S-3, SCT PL           | Reconnaissance and security to answer CCIR             |
| CDR, S-3, S-2, FSO, SCT PL | Route, zone, area security, screening missions         |
| CDR, S-3, FSO, Mort PL     | Mortar PLT operations                                  |
| CDR, S-4, MP PL            | Enforcement of regulations along supply routes         |
| CDR, S-3, MP PL            | Use of reconnaissance patrols                          |

### WFF - Intelligence

| Collaboration With                 | About What   |
|------------------------------------|--|
| CDR, S-2, CA TM, MI-SO, S-1        | Perceptions of the local population, belligerent factions, and local leaders   |
| CDR, S-2, S-1, CA TM, MISO TM, IIA | The political dimension of the operational environment   |
| CDR, S-2, S-3, CHEMO, S-1          | The physical and mental health of the command  |
| CDR, S-3, S-2, S-1                 | Casualty Evacuation (CASEVAC) Plan   |
| CDR, S-3, S-2, S-1                 | Medical treatment to Soldiers, detainees (to include prisoners of war), and civilians  |
| All Staff                          | Input to measures of effectiveness (MOE) assessment  |
| S-2, S-3, Fires, S-6               | The brigade combat team (BCT) intelligence process   |
| All Staff                          | IPB, including integration of input from other staff sections  |
| CDR, XO, S-2, S-3                  | Situation development, to include updating the enemy, terrain and weather, and civil considerations portions of the common operating picture (COP)   |
| S-2, S-3                           | Synchronization of intelligence support with combat and collections operations; commander's critical information requirements (CCIR) (including priority intelligence requirements [PIR] and friendly forces information requirements [FFIR]), and other information requirements (IR) to develop collection tasks and requests from higher and adjacent units |
| S-2, S-3                           | Adjustments to the Collection Plan to facilitate integration   |
| S-2, S-3                           | Collection operations  |
| S-2, BDE S-2                       | All-source intelligence that answers PIR   |
| S-2, S-3, Patrol Leaders           | Patrol briefings and debriefings   |
| S-2, S-1, S-4, S-3                 | Oversight and support of military intelligence (MI) assets and units   |
| S-2, S-3, Fires, CA                | Pertinent demographic and economic issues  |

## Who Talks to Whom About What (cont.)

### WFF - Intelligence (cont.)

| Collaboration With  | About What   |
|---|--|
| <p>CDR, S-3, S-2, CA TM</p> <p>CDR, S-3, S-2, CA TM<br/>CDR, S-3, CA TM</p> <p>CDR, S-3, CA TM<br/>CDR, S-3, MP PL<br/>S-2, CI, HUMINT, S2X, THT<br/>S-2, CMO, S2X, THT, G-2<br/>S-2, S2X, S-6, THT<br/>CDR, S-3, S-2, THT</p> <p>S-2, S2X, THT</p>   | <p>Preparation and integration of area assessments in support of CMO.</p> <p>Civilian interference with military operations</p> <p>Performance of specific functions within the limits of the authority and liability established by international treaties and agreements</p> <p>Effects of the civilian population on BN operations</p> <p>Liaison with local civilian law enforcement authorities</p> <p>Human intelligence (HUMINT) Collection Plan to support the BN Collection Plan</p> <p>Coordination of HUMINT and counter-intelligence (CI) activities in the BN AO with national agencies</p> <p>Technical control measures for HUMINT and CI reporting</p> <p>Operational guidance (not operational control) to HUMINT collectors and CI agents</p> <p>HUMINT and CI activities supporting battalion effects priorities</p>  |
| <p>S-2, CA, MISO TM</p> <p>S-2, THT, CA, Patrol Debriefs<br/>S-2, CA, Fires, THT</p> <p>S-2, ENG</p> <p>S-2, THT, CMO, CA, Patrols</p> <p>S-2, Patrol Debriefs, G-2<br/>S-2, Patrol Debriefs, THT<br/>S-2, Patrol Debriefs, THT<br/>S-4</p> <p>S-2, S-3, CDR<br/>S-2, S-2 Section</p> <p>S-2, S-3, Fires</p> <p>S-2, THT, Patrols</p> <p>S-2, CA, THT, IIA</p> <p>All Staff<br/>S-2, XO, CDR, S-3<br/>S-2, THT, CA, CMO</p> | <p>Third nation support to belligerents or other outside influences</p> <p>Indicators of continued / increased hostile activities</p> <p>Demographics that allow for encouragement, and / or discouragement of belligerent courses of action (COA)</p> <p>Observation and fields of fire, avenues of approach, key terrain, obstacles and movement, cover and concealment (OAKOC) analysis</p> <p>Belligerent groups and their relationship to each other. (Political, cultural, and economic allegiances between belligerent groups)</p> <p>Leadership links between belligerent groups</p> <p>Discipline and training of belligerent groups</p> <p>Capabilities of belligerent groups</p> <p>Supporting functions associated with belligerent groups for logistics, movement and populace support</p> <p>Responses from belligerent groups to US actions</p> <p>Synchronization effort to ensure every element of the BN understands the intelligence required and plays an active role in the collection and production of that intelligence</p> <p>Nomination of collection tasks to support battalion effects collection efforts</p> <p>Threat propaganda / recruitment teams within or through the AOR</p> <p>Current situation regarding enemy and environmental factors that will impact planning and operational execution</p> <p>Maintain IPB</p> <p>Intelligence production team</p> <p>Use of HUMINT</p> |

## Who Talks to Whom About What (cont.)

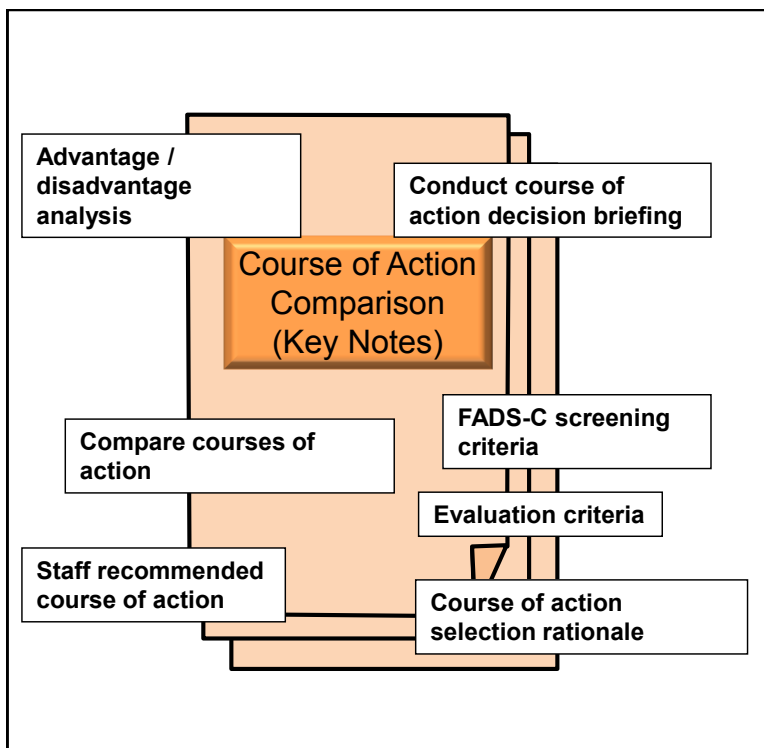
### WFF - Intelligence (cont.)

| Collaboration With      | About What   |
|-------------------------|--|
| S-2, SSO                | Release of classified US information in accordance with the multinational sharing agreements   |
| S-2, S-3, NGO           | Integration of nongovernmental organizations (NGO), international organizations, host nation (HN) / police, civilian police, and others into the intelligence process                                      |
| S-2, G-2                | Integration of intelligence assets from higher levels  |
| All Staff               | The BN Collection Plan   |
| S-3, S-2                | Assessment of the enemy to US forces   |
| S-3, S-2                | Historic connections of other nations' involvement in the life of the host nation  |
| S-3, S-2                | Local political, social, and economic boundaries, and design of boundaries to capitalize on the administrative political boundaries of the host nation   |
| S-4, S-3, S-2, S-1, FSO | Logistic preparation of the battlefield  |
| S-4, S-2                | Impact of operations on the local economy  |
| S-4, S-2                | Sustainment stability / capability / vulnerability input to running estimates and <i>COA Analysis</i>  |
| S-4, S-3                | The unique logistics capabilities of each member of the multinational force, if applicable   |
| S-6, S-2                | Threat force communications capability (UHF, VHF, long-range cordless phone, cell phone systems, commercial, couriers, signaling mirrors, etc.) regarding their potential impact on operations for the S-2 |
| S-6, S-2                | Mission Command Systems (MCS) vulnerability to enemy and civilian actions  |
| FSO, S-2                | BN Observation Plan  |
| S-6, S-2, IIA, CA,      | Battle damage assessment (BDA) and MOE are integrated into intelligence estimates  |
| MISO TM                 | Terrain visualization on the effects of terrain on friendly and enemy operations   |
| ENG, S-2                | Terrain visualization on the effects of terrain on friendly and enemy operations   |
| MISO TM, CDR, S-3,      | Military information support operations (MISO) activities in support of the battalion  |
| XO, S-2                 | Enemy propaganda   |
| MISO TM, CDR, S-2       | Enemy propaganda   |
| CDR, S-3, CA TM         | Public information media under civil control   |
| CDR, S-3, FSO, CA TM    | Culturally sensitive sites and protected targets   |

## Course of Action Comparison

**Course of Action Comparison** is an objective process to evaluate COAs independently of each other and against set evaluation criteria approved by the commander and staff. The goal is to identify the strengths and weaknesses of COAs, enabling the selection of a COA with the highest probability of success and further developing it in an operation plan (OPLAN) or order (OPORD) (ATTP 5-0.1). *Note the highlights of this step in the following graphic.*

### MDMP Step 5 Highlights





## Course of Action Comparison (cont.)

### Task Reference Legend

The following tables are designed to assist commanders and staff members with a by-task, paragraph reference to ATTP 5-0.1. As you proceed through the *Course of Action Comparison, Course of Action Approval, and Orders Production* tasks that follow, use these tables to quickly make that review.

|  |                         |
|--|-------------------------|
| <b>STEP 5 — Course of Action Comparison.....</b>   | <b>4-171 thru 4-179</b> |
| Conduct Advantages and Disadvantages Analysis..... | 4-172                   |
| Compare Courses of Action.....                     | 4-173 thru 4-178        |
| Conduct a Course of Action Decision Briefing.....  | 4-179                   |
| <b>STEP 6 — Course of Action Approval.....</b>     | <b>4-180 thru 4-183</b> |
| <b>STEP 7 — Orders Production.....</b>             | <b>4-184 thru 4-185</b> |

**Notes:**

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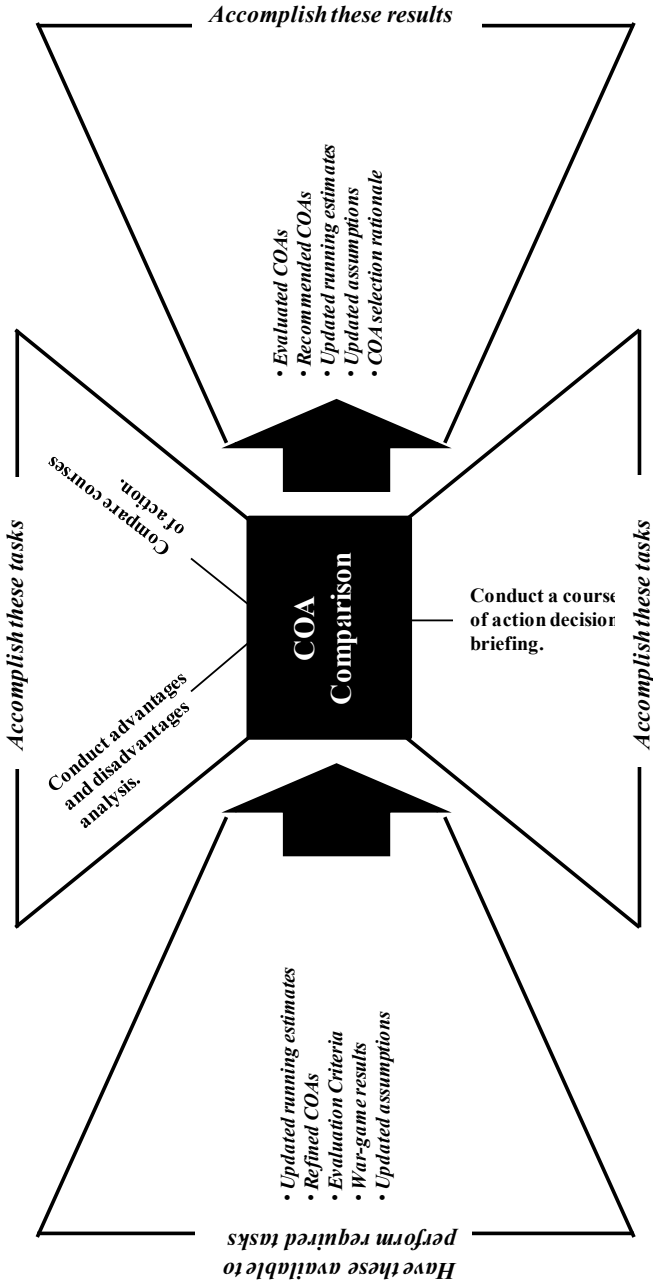
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## Course of Action Comparison (cont.)

### MDMP Step 5 Inputs, Actions, and Outputs



## Course of Action Comparison (cont.)

### **Task: Conduct Advantages and Disadvantages Analysis**

#### *“Task Snapshot”*

## Course of Action Comparison

### *Process Tasks*

- **Conduct advantage and disadvantage analysis**
- **Compare courses of action**
- **Conduct a course of action decision briefing**

- ✓ **All staff members analyze and evaluate the advantages and disadvantages of each COA from their perspectives.**
- ✓ **Each staff member presents their findings for the others' consideration.**
- ✓ **Using the evaluation criteria the staff outlines each COA, highlighting its advantages and disadvantages.**
- ✓ **Comparison of strengths and weaknesses.**

## Course of Action Comparison (cont.)

What follows is a simplistic tool you can use to accomplish the three sub-tasks that must be performed during *Course of Action Comparison*. Each task is presented in four parts: the actions that must occur, the typical performers of those actions, the action results that should occur, and a check-the-box list of helpful tips.

### **Task: Conduct Advantages and Disadvantages Analysis**

#### **Actions That Must Occur**

Check them off as you go.

- The staff, led by the XO, determines the comparison technique that facilitates reaching the best recommendation for a decision by the commander.
- The staff uses previously developed and refined evaluation criteria to outline each COA and highlight advantages and disadvantages.
- Staff members analyze and evaluate the advantages and disadvantages of each COA from their WFF perspective.
- They then present their findings for other staff consideration.

#### **Typical Performers of the Actions**

Check as your SOP may dictate. Add where appropriate.

- XO
- Staff / Other \_\_\_\_\_

#### **Results That Should Occur**

Check them off as you go.

- Evaluation (strengths and weaknesses) of each COA by WFF.
- Highlights of each COA's advantages and disadvantages.
- Comparison of each COA's strengths and weaknesses.

## Course of Action Comparison (cont.)

OIL

### Helpful Tips

Check them off as you go. If you don't do them, check that someone has.

- Before you get started, orient yourself on how the process of COA comparison should take place. Bottom line . . . You are comparing feasible COAs to identify the one with the highest probability of success.
- The XO is the manager here. Have each staff member analyze the advantages and disadvantages of each COA from their perspective, and then present their findings to the rest of the staff for their consideration. The methodology for conducting the analysis should be identified in the unit TACSOP / PSOP.
- Monitor your use of the evaluation criteria developed during *Mission Analysis*. They should be applied as the you outline each COA. Comparing the strengths and weaknesses of COAs identifies their advantages and disadvantages with respect to each other.
- Caution . . . with time running out, convenience can lead to error. Don't let the staff make something up just to have advantages and disadvantages. These should have been drawn, at least partially, by listing the advantages and disadvantages of each COA during *COA Analysis* based on comparison to the evaluation criteria.
- Take the list of advantages and disadvantages and place them in a simple matrix.



#### Notes:

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## Course of Action Comparison (cont.)

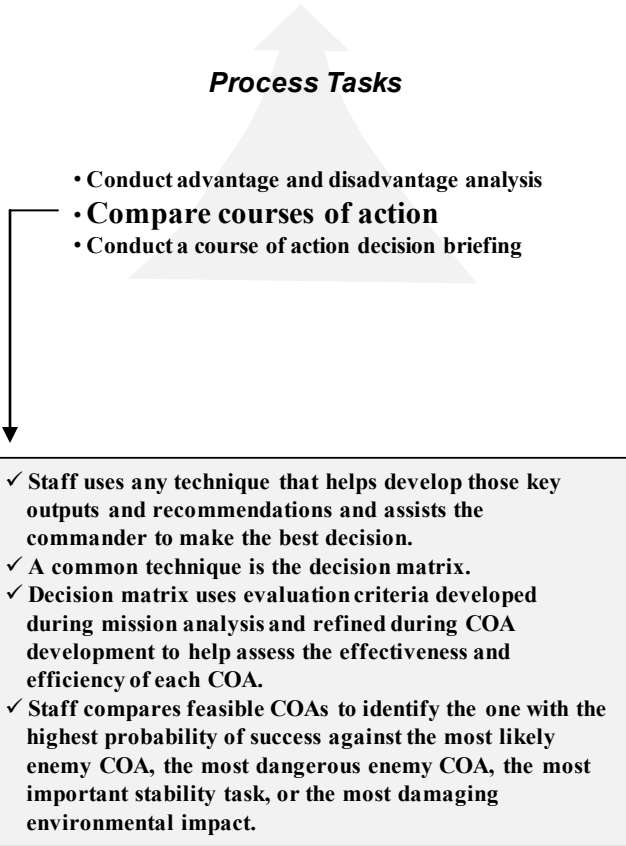
### **Task: Compare Courses of Action**

#### *“Task Snapshot”*

## Course of Action Comparison

### *Process Tasks*

- Conduct advantage and disadvantage analysis
- **Compare courses of action**
- Conduct a course of action decision briefing

- 
- ✓ Staff uses any technique that helps develop those key outputs and recommendations and assists the commander to make the best decision.
  - ✓ A common technique is the decision matrix.
  - ✓ Decision matrix uses evaluation criteria developed during mission analysis and refined during COA development to help assess the effectiveness and efficiency of each COA.
  - ✓ Staff compares feasible COAs to identify the one with the highest probability of success against the most likely enemy COA, the most dangerous enemy COA, the most important stability task, or the most damaging environmental impact.

## Course of Action Comparison (cont.)

### Task: Compare Courses of Action

#### Actions That Must Occur

Check them off as you go.

- The staff, led by the XO, determines the comparison technique that facilitates reaching the best recommendation for a decision by the commander. They then compare their advantages and disadvantages with respect to each other.
- The staff develops a recommendation for the COA that best accomplishes the mission.
- The targeting team meets to finalize targeting products to support the approved COA. The team also finalizes input to the Intelligence Collection Plan and performs required coordination.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- XO
- Staff / Other \_\_\_\_\_

#### Results That Should Occur

Check them off as you go.

- Recommended COA.
- Comparison technique.
- Finalized targeting products.
- Evaluation of each COA by WFF.

**OIL**

#### Helpful Tips

Check them off as you go. If you don't do them, check that someone has.

- The bottom line here is to compare COAs against criteria that, when met, produce mission success. Use your own matrix (use the evaluation criteria developed during *Mission Analysis*) to compare COAs with respect to their functional areas.



## Course of Action Comparison (cont.)

### Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.



This is a critical sub-task. Your choice of technique to make a COA comparison is not dictated by doctrine (you may use any technique that facilitates reaching the best recommendation and the commander making the best decision); however, the most common technique is the decision matrix.



Staff members using their own matrix to compare COAs with respect to their functional areas can be an effective technique, depending on the staff's experience. XO, Remind the staff that as they develop their matrix, they use the evaluation criteria developed during Mission Analysis.



The XO must advise the staff that a decision matrix alone does not provide decision solutions. Its greatest value is providing a method to compare COAs against criteria that, when met, produce mission success. (They are analytical tools that staff officers use to prepare recommendations. Commanders provide the solution by applying their judgment to staff recommendations and making a decision.)



Ensure you know if lower is better or higher is better when developing your decision matrix.



Remember, as stated earlier, a criterion with a weight of two (2) can negate two evaluation criteria with a weight of one (1). It is entirely possible for one course of action to be mathematically better unweighted but worse as weighting is applied. Apply weighing of criterion judiciously and never after the comparison to break a tie.



There is always the possibility of a tie. This should have been mitigated by choosing an odd number of criteria but happens if two or more courses of action can achieve success. This is why the commander has a staff. He relies on his subject matter experts in each WFF or staff area to make a recommendation. Ultimately, he will make the decision based on his own experience and judgment.

#### Notes:

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## Course of Action Comparison (cont.)

**Task: Conduct a Course of Action Decision Briefing**

### *“Task Snapshot”*

## Course of Action Comparison

### *Process Tasks*

- Conduct advantage and disadvantage analysis
- Compare courses of action
- Conduct a course of action decision briefing



- ✓ Staff identifies its preferred COA and makes a recommendation.
- ✓ If the staff cannot reach a decision, the COS (XO) decides which COA to recommend.
- ✓ Staff delivers a decision briefing to the commander.

## Course of Action Comparison (cont.)

### Task: Conduct a Course of Action Decision Briefing

#### Actions That Must Occur

Check them off as you go.

The staff identifies its preferred COA, makes a recommendation, and then delivers their recommendation in a decision briefing to the commander.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.


XO

Staff/ Other \_\_\_\_\_

#### Results That Should Occur

Check them off as you go.


COA decision briefing.

A decision.

OIL

#### Helpful Tips

Check them off as you go. If you don't do them, check that someone has.


ATTP 5-0.1 states that if the staff cannot make a COA decision, the XO makes the decision. The commander relies on his staff to make the decision and support it. The decision made by the staff is not binding on the commander . . . he will ultimately make his decision based on staff recommendation, personal experience, and his own internal MDMP.



All war-gamed COAs will be presented in the COA decision briefing, where the commander will decide which will best accomplish the mission.

Recheck the previously-approved evaluation criteria. If they have not been applied, fix it now.

Don't allow the commander to make a COA decision based solely on the numerical values applied in a decision matrix. Making a subjective judgment based on quantifiable analysis can be risky.



## Course of Action Comparison (cont.)

### Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

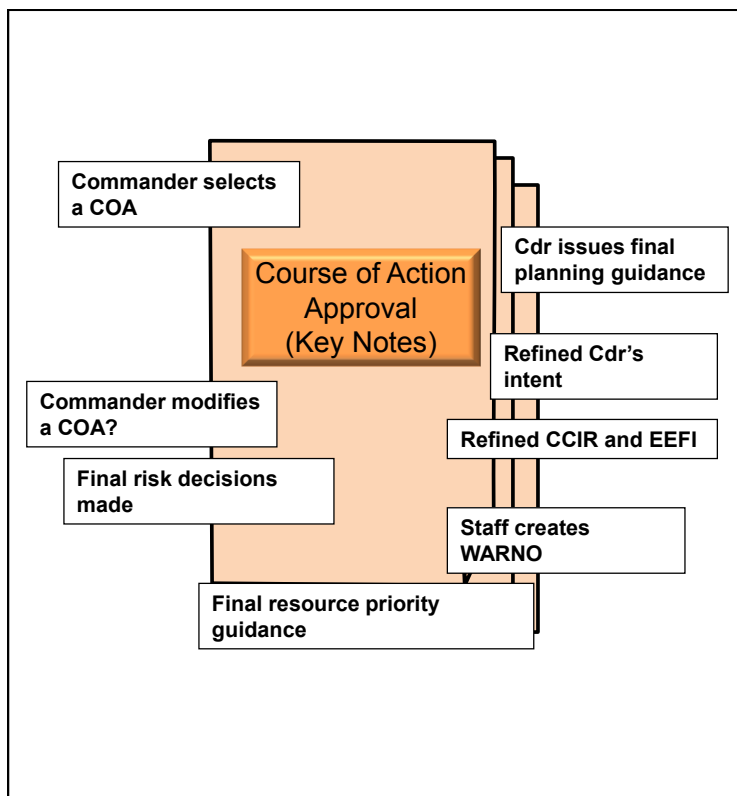
- The XO should ask the commander to apply his judgment to the staff's recommendations. He may not agree with what you and the staff have done and want to provide additional guidance.
- Look for and advise the staff that the eventual selection of a COA should as a minimum:
  - \_\_\_ Pose the least risk to the unit and mission accomplishment
  - \_\_\_ Best position the unit for future operations
  - \_\_\_ Provide the best flexibility to meet "unknowns"
  - \_\_\_ Provide maximum latitude for initiative by subordinates
  - \_\_\_ Be the simplest plan that accomplishes the preceding criteria
- The COA decision briefing should include:
  - \_\_\_ The commander's intent of the higher and next higher commanders
  - \_\_\_ The status of the force and its components
  - \_\_\_ The current IPB
- The COAs considered, to include:
  - \_\_\_ Assumptions used, especially any new ones made
  - \_\_\_ Results of running estimates
  - \_\_\_ Summary of the war-game for each COA to include critical events, modifications to any COA, and war-gaming results
  - \_\_\_ Advantages and disadvantages (including risks) of each COA
  - \_\_\_ Completed COA decision matrix
  - \_\_\_ The recommended COA (*Note: if a significant disagreement exists, the staff should inform the commander and discuss as necessary.*)
- The COA decision briefing is where the commander expects to hear the staff's preferred COA. In situations where the staff is unable to decide, the XO must make the call. As stated above . . . this is rare as the commander generally holds his staff to the standard of making a recommendation based on the COA Analysis and WFF perspective.



## Course of Action Approval

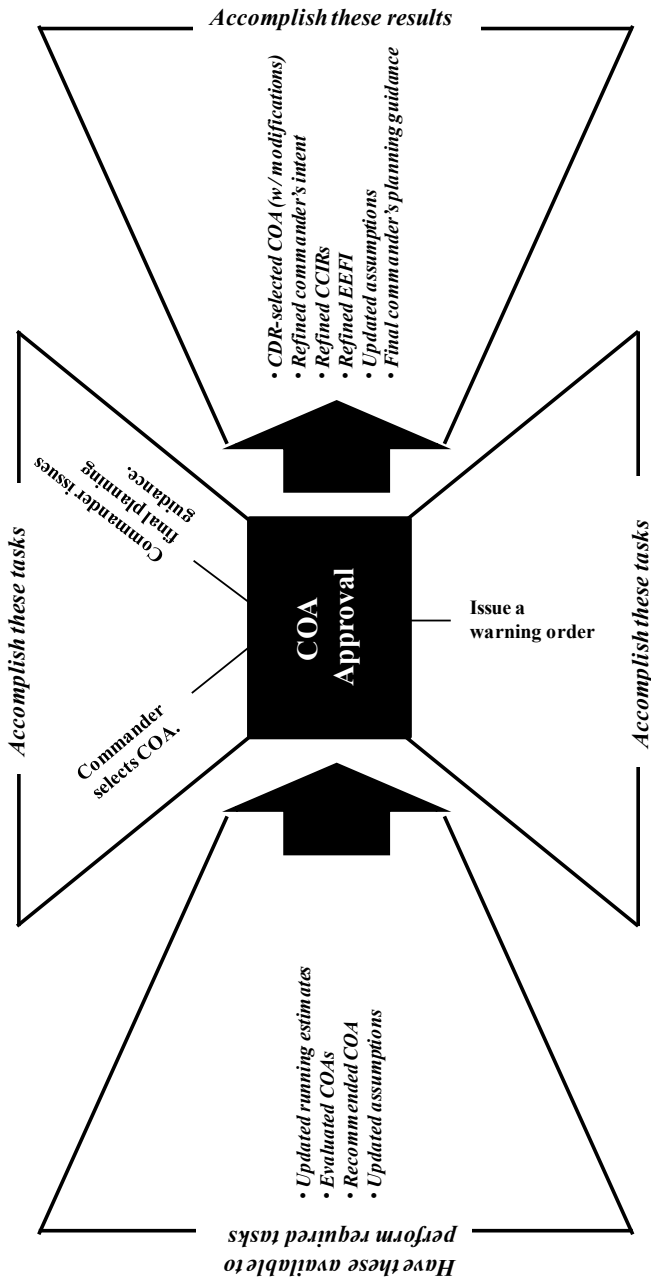
After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts *COA Development* again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff war-games the new COA and presents the results to the commander with a recommendation (ATTP 5-0.1). *Note the highlights of this step in the following graphic.*

### MDMP Step 6 Highlights



## Course of Action Approval (cont.)

### MDMP Step 6 Inputs, Actions, and Outputs





## Course of Action Approval (cont.)

### **Task: Commander Selects COA**

#### *“Task Snapshot”*

## Course of Action Approval

### *Process Tasks*

- **Commander selects COA**
- **Commander issues final planning guidance**
- **Issue a warning order**

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

## Course of Action Approval (cont.)

What follows is a simplistic tool you can use to accomplish the three sub-tasks that must be performed during *Course of Action Approval*. Each task is presented in four parts: the actions that must occur, the typical performers of those actions, the action results that should occur, and a check-the-box list of helpful tips.

### Task: Commander Selects COA

#### Actions That Must Occur

Check them off as you go.

The commander selects the COA that best accomplishes the mission.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

#### Results That Should Occur

Check them off as you go.

Approved COA.

Additional COA Development guidance, if refinement is required.

#### Helpful Tips

OIL

Check them off as you go. If you don't do them, check that someone has.

Although the staff recommends a COA, they must remain flexible in case the commander desires to modify or replace it.

The key task here is to provide the commander with a COA that he will clearly see as the best to accomplish the mission. Keep in mind that if he rejects it, *COA Development* may start again. If the commander modifies it or presents you with a completely new COA, war-gaming is again necessary.

Remind the staff that this will throw off the time line of products to subordinate elements. It is always best to be too thorough in the beginning than to have to change.

# Course of Action Approval (cont.)

## Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

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If all the commander wants to do is refine the COA, make the dictated changes as visual as possible for staff understanding.



Based on the commander's knowledge of his subordinate commanders, he will assign specific HQ to the COA, since they have been "generic" command elements until now.

The commander's selection options include:

- Select one COA, with or without modification
- Issue guidance to refine one or more of COAs (requires that MDMP Steps 3-5 be repeated on the refined COAs)
- Issue guidance to develop one or more new COAs (again, requires that MDMP Steps 3-5 be repeated)

### Notes:

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## Course of Action Approval (cont.)

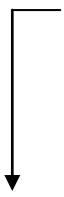
### **Task: Commander Issues Final Planning Guidance**

#### *“Task Snapshot”*

## Course of Action Approval

### *Process Tasks*

- Commander selects COA
- **Commander issues final planning guidance**
- Issue a warning order

- 
- ✓ Final planning guidance includes a refined commander's intent (if necessary) and new CCIRs to support execution.
  - ✓ Also includes any additional guidance on priorities for the warfighting functions, orders preparation, rehearsal, and preparation.
  - ✓ Guidance includes priorities for resources needed to preserve freedom of action and ensure continuous sustainment.

## Course of Action Approval (cont.)

### **Task: Commander Issues Final Planning Guidance**

#### **Actions That Must Occur**

Check them off as you go.

The commander issues final planning guidance.

#### **Typical Performers of the Actions**

Check as your SOP may dictate. Add where appropriate.

Commander

#### **Results That Should Occur**

Check them off as you go.


Commander's final planning guidance.

Refined commander's intent (if necessary).

New CCIR to support execution.

Approved CCIR.

Commander's analysis of acceptable risk.

**OIL**

#### **Helpful Tips**

Check them off as you go. If you don't do them, check that someone has.


The commander's COA decision and final planning guidance lead to production of the WARNO.

The commander may provide additional guidance, to include:

New CCIR to support execution

Additional guidance on priorities of WFF activities

Orders preparation guidance

Rehearsal guidance

Preparation guidance

Priorities for resources required to preserve freedom of action and assure continuous sustainment

The risk the commander is willing to accept



## Course of Action Approval (cont.)

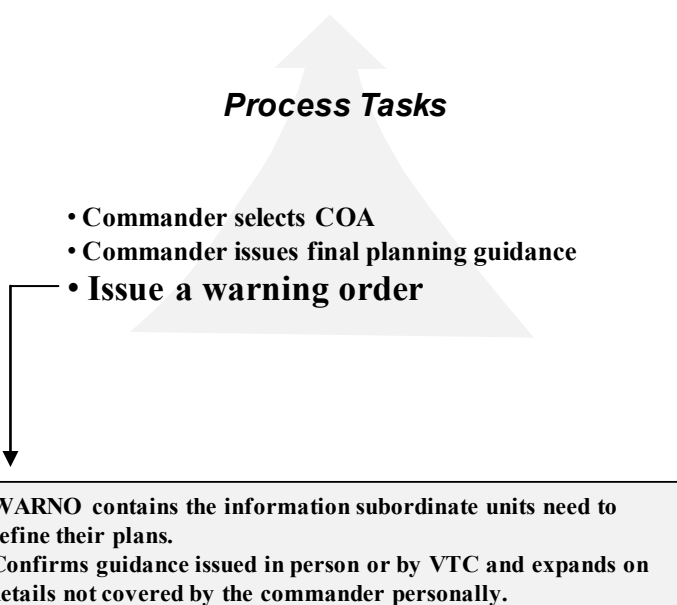
### **Task: Issue a Warning Order**

#### *“Task Snapshot”*

## Course of Action Approval

### *Process Tasks*

- Commander selects COA
- Commander issues final planning guidance
- Issue a warning order

- 
- ✓ **WARNO** contains the information subordinate units need to refine their plans.
  - ✓ Confirms guidance issued in person or by VTC and expands on details not covered by the commander personally.



## Course of Action Approval (cont.)

### Task: Issue a Warning Order

#### Actions That Must Occur

Check them off as you go.

Once the commander has approved the COA to develop, the S-3 Section issues a WARNO to subordinate and supporting units for planning purposes.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

S-3 Section

#### Results That Should Occur

Check them off as you go.

WARNO to subordinate and supporting units with approved COA.

**OIL**

#### Helpful Tips

Check them off as you go. If you don't do them, check that someone has.

After the commander's final decision and planning guidance check to see that a timely WARNO gets out to subordinate units so they can develop their plans.

The contents of this WARNO, often referred to as WARNO # 3, should be detailed in the unit TACSOP / PSOP. Contents normally include:

Mission

Commander's intent

Updated CCIR and EEFI

Concept of operations

AO

Principal tasks assigned to subordinate units

Preparation and rehearsal instructions not included in SOP

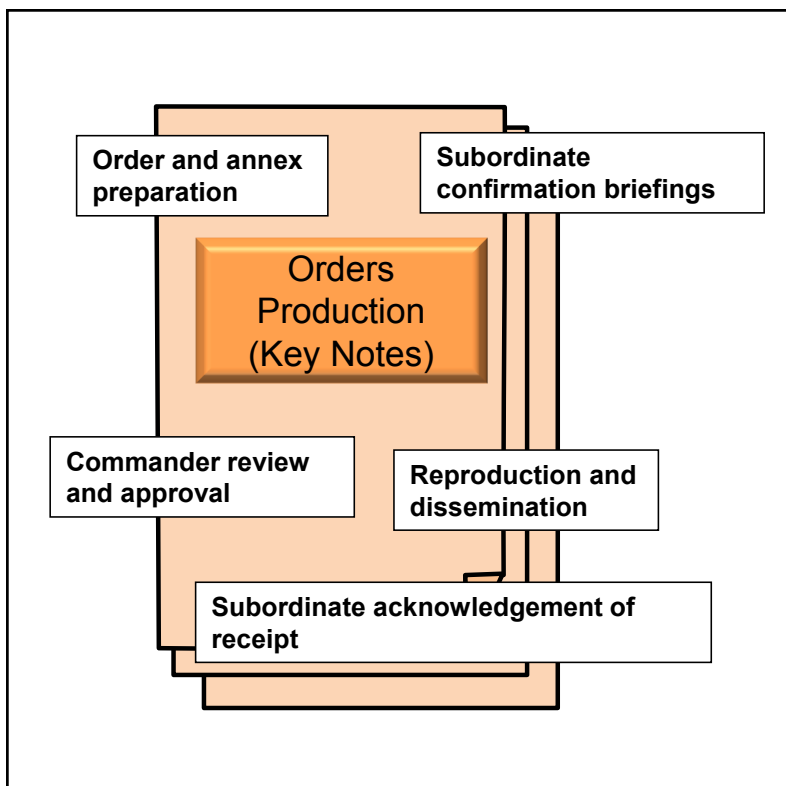
Final time line for the operations



## Orders Production

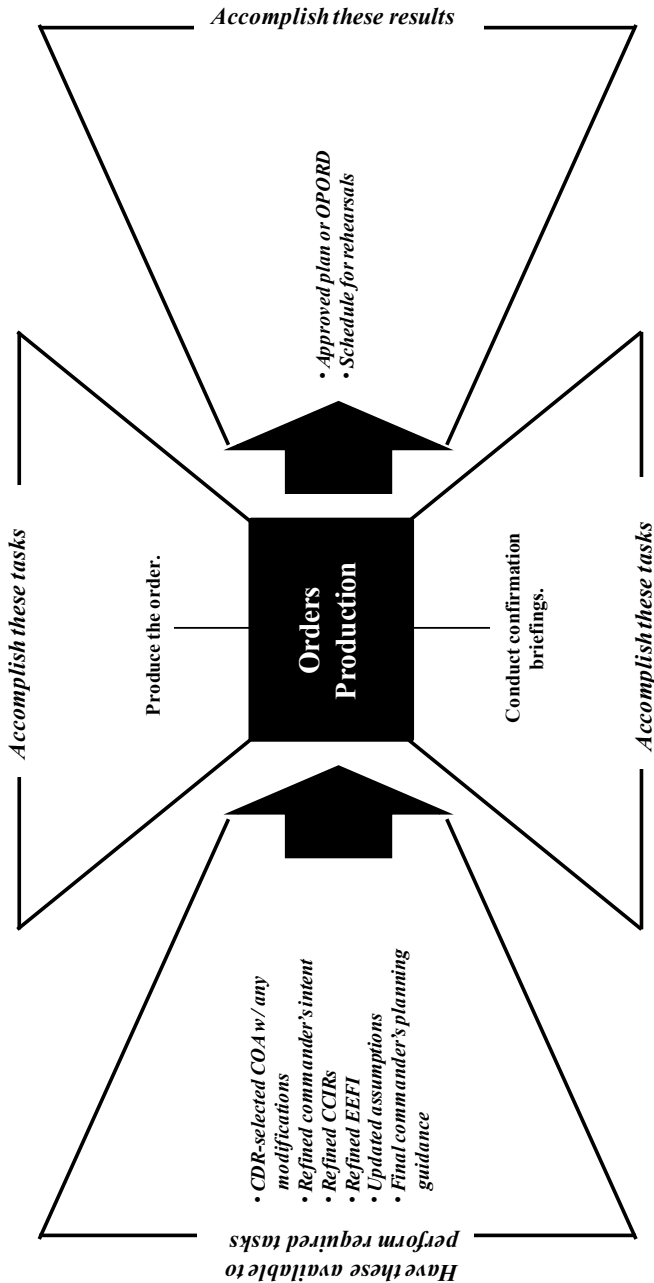
The staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations and required supporting information. The COA statement becomes the concept of operations for the plan. The COA sketch becomes the basis for the operation overlay. Orders and plans provide all the information subordinates need for execution. Mission orders avoid unnecessary constraints that inhibit subordinate initiative. The staff assists subordinate staffs with their planning and coordination (ATTP 5-0.1) *Note the highlights of this step in the following graphic.*

### MDMP Step 7 Highlights



## Orders Production (cont.)

### MDMP Step 7 Inputs, Actions, and Outputs



## Orders Production (cont.)

### **Task: Produce the Order and Conduct Confirmation Briefings**

#### *“Task Snapshot”*

## Orders Production

### *Process Tasks*

- Produce the order and conduct confirmation briefings

- ✓ Staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations and the required supporting information.
- ✓ The COA statement becomes the concept of operations.
- ✓ The COA sketch becomes the basis for the operation overlay.
- ✓ Staff writes the OPORD or OPLAN using the Army’s operation order format.
- ✓ Commanders review and approve orders before the staff reproduces and disseminates them.
- ✓ Subordinates immediately acknowledge receipt of the higher order.
- ✓ If possible, the higher commander and staff brief the order to subordinate commanders in person.
- ✓ The commander and staff conduct confirmation briefings with subordinates immediately afterwards.
- ✓ Confirmation briefings can be done collaboratively with several commanders at the same time or with single commanders.

## Orders Production (cont.)

What follows is a simplistic tool you can use to accomplish the single sub-tasks that must be performed during **Orders Production**. Each task is presented in four parts: the actions that must occur, the typical performers of those actions, the action results that should occur, and a check-the-box list of helpful tips.

### **Task: Produce the Order and Conduct Confirmation Briefings**

#### **Actions That Must Occur**

Check them off as you go.

- The staff assists the S-3 during the orders production process by coordinating and integrating risk controls into the appropriate paragraphs and graphics.
- The staff develops and updates running estimates and OPORD annexes for inclusion into final OPORD.
- The S-3 Section develops the selected COA into a clear, concise concept of operations and supporting information by writing a complete five-paragraph field order with the concept of operations, scheme of maneuver, required fire support, and operational graphics.
- The S-3 Section collects and integrates staff annexes into the OPORD.
- The commander reviews OPORD, directs modifications, if required, and approves final version for distribution. The commander may delegate review and approval to the XO or S-3.
- The commander and staff brief the OPORD to subordinate commanders. S-3 Section reproduces and distributes the OPORD once the commander has reviewed and approved it.
- S-3 OPS NCO supervises the production and distribution of the final OPORD, annexes, and graphics.
- The commander and staff participate in formal or informal confirmation briefing(s), as required, with subordinate staffs after order issue. This ensures that subordinate staffs understand commander's intent and concept.

## Orders Production (cont.)

### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- XO
- S-3 Section
- Staff / Other

### Results That Should Occur

Check them off as you go.

- Final approved and signed OPORD and copies that include:
  - Risk controls integrated into the appropriate paragraphs and graphics
  - Updated running estimates and/or annexes
  - Finalized operations annexes
  - Clear and concise concept of operations
  - Scheme of maneuver
  - Required fire support
  - Completed OPORD annexes

OIL

### Helpful Tips

Check them off as you go. If you don't do them, check that someone has.

- At this point, the staff has completed the planning process, but timely preparation, review, and confirmation of the order must still occur. Following are some associated basic tenets:
  - The COA statement for the approved COA becomes the concept of operations (paragraph 3b.) for the plan,
  - The refined COA sketch, after war-gaming, becomes the basis for the Operation Overlay, and
  - Your staff must assist subordinate units with their planning and coordination.
- Implement risk controls by integrating them into appropriate order paragraphs and graphics.
- Unless otherwise delegated, the commander should be the last to have eyes on, review, and approve the order.







## Final Three Steps of MDMP

### Some Tools That May Help

As indicated by the exaggerated graphic below, many processes require a multitude of tools to achieve a successful end state. The MDMP is no different. This publication of the *final three steps of MDMP* only has the space to provide a few key ones.

However, two editions of *The Azimuth*, July 2012 and First Quarter FY 2013, will provide a broad array of tools developed by training teams and “borrowed” from open sources within the training community. Each has been reviewed, updated with current doctrine, and been broken down, in many cases, into step-by-step procedures.

**TIP**

The creation and use of planning tools separates successful staffs from staffs that struggle with processes.



Which ones do I need? Which ones will work for me?





## Orders Production

WARNO Format w/Instructions (Re. Figure 12-4, ATTP 5-0.1)

[CLASSIFICATION]

(Change from verbal orders, if any) (Optional)  
[Heading data is the same as for OPLAN/OPORD]

### WARNING ORDER [number]

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

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

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

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

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

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

### 3. (U) Execution.

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

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

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

### ACKNOWLEDGE:

[Commander's last name]

[Commander's rank]

### OFFICIAL:

[Authenticator's name]

[Authenticator's position]

**ANNEXES:** *List annexes by letter and title.*

### DISTRIBUTION:

[page number]

[CLASSIFICATION]



**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1)

**[CLASSIFICATION]**

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

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

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

**OPERATION PLAN/ORDER [number] [(code name)] [(classification of title)]** Number plans and orders consecutively by calendar year. Include code name, if any.

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

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

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

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

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

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

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

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

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

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

**[page number]****[CLASSIFICATION]**

**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1) (cont.)

[CLASSIFICATION]

**OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]**

*Place the classification and title of the OPLAN or OPORD and the issuing headquarters at the top of the second and any subsequent pages of the base plan or order.*

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

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

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

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

1. (U) Mission.

2. (U) Commander's Intent.

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

1. (U) Mission.

2. (U) Commander's Intent.

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

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

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

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

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

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

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

[page number]

[CLASSIFICATION]



**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1) (cont.)

**[CLASSIFICATION]****OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]**

a. (U) Commander's Intent. *Commanders develop their intent statement personally. The commander's intent is a clear, concise statement of what the force must do and conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state. It succinctly describes what constitutes the success of an operation and provides the purpose and conditions that define that desired end state. The commander's intent must be easy to remember and clearly understood two echelons down.*

b. (U) Concept of Operations. *The concept of operations is a statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state. It is normally expressed in terms of decisive, shaping, and sustaining operations. It states the principal tasks required, the responsible subordinate units, and how the principal tasks complement one another. Normally, the concept of operations projects the status of the force at the end of the operation. If the mission dictates a significant change in tasks during the operation, the commander may phase the operation. The concept of operations may be a single paragraph, divided into two or more subparagraphs, or if unusually lengthy, summarize here with details located in Annex C (Operations). If the concept of operations is phased, describe each phase in a subparagraph. Label these subparagraphs as "Phase" followed by the appropriate Roman numeral, for example, "Phase I." If the operation is phased, all paragraphs and subparagraphs of the base order and all annexes must mirror the phasing established in the concept of operations. The operation overlay and graphic depictions of lines of effort help portray the concept of operations and are located in Annex C (Operations).*

c. (U) Scheme of Movement and Maneuver. *Describe the employment of maneuver units in accordance with the concept of operations. Provide the primary tasks of maneuver units conducting the decisive operation and the purpose of each. Next, state the primary tasks of maneuver units conducting shaping operations, including security operations, and the purpose of each. For offensive operations, identify the form of maneuver. For defensive operations, identify the type of defense. For stability operations, describe the role of maneuver units by primary stability tasks. If the operation is phased, identify the main effort by phase. Identify and include priorities for the reserve. Refer to Annex C (Operations) as required.*

(1) (U) Scheme of Mobility/Counter mobility. *State the scheme of mobility/counter mobility including priorities by unit or area. Refer to Annex G (Engineer) as required.*

(2) (U) Scheme of Battlefield Obscuration. *State the scheme of battlefield obscuration, including priorities by unit or area. Refer to Appendix 9 (Battlefield Obscuration) to Annex C (Operations) as required.*

(3) (U) Scheme of Reconnaissance and Surveillance. *Describe how the commander intends to use reconnaissance and surveillance to support the concept of operations. Include the primary reconnaissance objectives. Refer to Annex L (Reconnaissance and Surveillance) as required.*

**(Note: Army forces do not conduct reconnaissance and surveillance within the United States and its territories. For domestic operations, this paragraph is titled "Information Awareness and Assessment" and the contents of this paragraph comply with Executive Order 12333.)**

**[page number]****[CLASSIFICATION]**

**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1) (cont.)

[CLASSIFICATION]

**OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]**

d. (U) Scheme of Intelligence. Describe how the commander envisions intelligence supporting the concept of operations. Include the priority of effort to situation development, targeting, and assessment. State the priority of intelligence support to units and areas. Refer to Annex B (Intelligence) as required.

e. (U) Scheme of Fires. Describe how the commander intends to use fires to support the concept of operations with emphasis on the scheme of maneuver. State the fire support tasks and the purpose of each task. State the priorities for, allocation of, and restrictions on fires. Refer to Annex D (Fires) as required.

f. (U) Scheme of Protection. Describe how the commander envisions protection supporting the concept of operations. Include the priorities of protection by unit and area. Include survivability. Address the scheme of operational area security, including security for routes, bases, and critical infrastructure. Identify tactical combat forces and other reaction forces. Use subparagraphs for protection categories (for example, air and missile defense and explosive ordnance disposal) based on the situation. Refer to Annex E (Protection) as required.

g. (U) Stability Operations. Describe how the commander envisions the conduct of stability operations in coordination with other organizations through the primary stability tasks. (See FM 3-07.) If other organizations or the host nation are unable to provide for civil security, restoration of essential services, and civil control, then commanders with an assigned AO must do so with available resources, request additional resources, or request relief for these requirements from higher headquarters. Commanders assign specific responsibilities for stability tasks to subordinate units in paragraph 3i (Tasks to Subordinate Units) and paragraph 3j (Coordinating Instructions). Refer to Annex C (Operations) and Annex K (Civil Affairs Operations) as required.

h. (U) Assessment. Describe the priorities for assessment and identify the measures of effectiveness used to assess end state conditions and objectives. Refer to Annex M (Assessment) as required.

i. (U) Tasks to Subordinate Units. State the task assigned to each unit that reports directly to the headquarters issuing the order. Each task must include who (the subordinate unit assigned the task), what (the task itself), when, where, and why (purpose). Use a separate subparagraph for each unit. List units in task organization sequence. Place tasks that affect two or more units in paragraph 3j (Coordinating Instructions).

j. (U) Coordinating Instructions. List only instructions and tasks applicable to two or more units not covered in unit SOPs.

(1) (U) Time or condition when the OPORD becomes effective.

(2) (U) Commander's Critical Information Requirements. List commander's critical information requirements (CCIRs).

(3) (U) Essential Elements of Friendly Information. List essential elements of friendly information (EEFIs).

(4) (U) Fire Support Coordination Measures. List critical fire support coordination or control measures.

[page number]

[CLASSIFICATION]

**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1) (cont.)

[CLASSIFICATION]

**OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]**

(5) (U) Airspace Coordinating Measures. *List critical airspace coordinating or control measures.*

(6) (U) Rules of Engagement. *List rules of engagement. Refer to Appendix 11 (Rules of Engagement) to Annex C (Operations) as required.*

**(Note:** *For operations within the United States and its territories, title this paragraph “Rules for the Use of Force”.*

(7) (U) Risk Reduction Control Measures. *State measures specific to this operation not included in unit SOPs. They may include mission-oriented protective posture, operational exposure guidance, troop-safety criteria, and fratricide avoidance measures. Refer to Annex E (Protection) as required.*

(8) (U) Personnel Recovery Coordination Measures. *Refer to Appendix 2 (Personnel Recovery) to Annex E (Protection) as required.*

(9) (U) Environmental Considerations. *Refer to Appendix 5 (Environmental Considerations) to Annex G (Engineer) as required.*

(10) (U) Themes and Messages. *List information themes and messages.*

(11) (U) Other Coordinating Instructions. *List in subparagraphs any additional coordinating instructions and tasks that apply to two or more units, such as the operational timeline and any other critical timing or events.*

**4. (U) Sustainment.** *Describe the concept of sustainment, including priorities of sustainment by unit or area. Include instructions for administrative movements, deployments, and transportation—or references to applicable appendixes—if appropriate. Use the following subparagraphs to provide the broad concept of support for logistics, personnel, and Army health system support. Provide detailed instructions for each sustainment sub-function in the appendixes to Annex F (Sustainment) listed in Table E-2.*

a. (U) Logistics. *Refer to Annex F (Sustainment) as required.*

b. (U) Personnel. *Refer to Annex F (Sustainment) as required.*

c. (U) Army Health System Support. *Refer to Annex F (Sustainment) as required.*

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

a. (U) Command.

(1) (U) Location of Commander. *State where the commander intends to be during the operation, by phase if the operation is phased.*

(2) (U) Succession of Command. *State the succession of command if not covered in the unit's SOPs.*

(3) (U) Liaison Requirements. *State liaison requirements not covered in the unit's SOPs.*

[page number]  
[CLASSIFICATION]

**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1) (cont.)

[CLASSIFICATION]

**OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]**b. (U) Control

(1) (U) Command Posts. Describe the employment of command posts (CPs), including the location of each CP and its time of opening and closing, as appropriate. State the primary controlling CP for specific tasks or phases of the operation (for example, "Division tactical command post will control the air assault").

(2) (U) Reports. List reports not covered in SOPs. Refer to Annex R (Reports) as required.

c. (U) Signal. Describe the concept of signal support, including location and movement of key signal nodes and critical electromagnetic spectrum considerations throughout the operation. Refer to Annex H (Signal) as required.

**ACKNOWLEDGE:** Include instructions for the acknowledgement of the OPLAN or OPORD by addressees. The word "acknowledge" may suffice. Refer to the message reference number if necessary. Acknowledgement of a plan or order means that it has been received and understood.

[Commander's last name]

[Commander's rank]

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

**OFFICIAL:**

[Authenticator's name]

[Authenticator's position]

Use only if the commander does not sign the original order. If the commander signs the original, no further authentication is required. If the commander does not sign, the signature of the preparing staff officer requires authentication and only the last name and rank of the commander appear in the signature block.

[page number]

[CLASSIFICATION]

**Orders Production (cont.)**

OPORD Format w/Instructions (Re. Figure 12-2, ATTP 5-0.1)(cont.)

**[CLASSIFICATION]****OPLAN/OPORD [number] [(code name)]—[issuing headquarters] [(classification of title)]**

**ANNEXES:** *List annexes by letter and title. Army and joint OPLANs or OPORDs do not use Annexes I and O as attachments and in Army orders label these annexes "Not Used." Annexes Q, T, W, X, and Y are available for use in Army OPLANs or OPORDs and are labeled as "Spare." When an attachment required by doctrine or an SOP is unnecessary, label it "Omitted."*

Annex A – Task Organization

Annex B – Intelligence

Annex C – Operations

Annex D – Fires

Annex E – Protection

Annex F – Sustainment

Annex G – Engineer

Annex H – Signal

Annex I – Not Used

Annex J – Inform and Influence Activities

Annex K – Civil Affairs Operations

Annex L – Reconnaissance and Surveillance

Annex M – Assessment

Annex N – Space Operations

Annex O – Not Used

Annex P – Host-Nation Support

Annex Q – Spare

Annex R – Reports

Annex S – Special Technical Operations

Annex T – Spare

Annex U – Inspector General

Annex V – Interagency Coordination

Annex W – Spare

Annex X – Spare

Annex Y – Spare

Annex Z – Distribution

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

**[page number]****[CLASSIFICATION]**



## Orders Production (cont.)

List of Attachments and Responsible Staff Officers  
(Re. Table 12-2, ATTP 5-0.1)

### **ANNEX A – TASK ORGANIZATION (G-5 or G-3 [S-3])**

#### **ANNEX B – INTELLIGENCE (G-2 [S-2])**

Appendix 1 – Intelligence Estimate

Tab A – Terrain (Engineer Officer)

Tab B – Weather (Staff Weather Officer)

Tab C – Civil Considerations

Tab D – Intelligence Preparation of the Battlefield Products

Appendix 2 – Counterintelligence

Appendix 3 – Signals Intelligence

Appendix 4 – Human Intelligence

Appendix 5 – Geospatial Intelligence

Appendix 6 – Measurement and Signature Intelligence

Appendix 7 – Open Source Intelligence

#### **ANNEX C – OPERATIONS (G-5 or G-3 [S-3])**

Appendix 1 – Design Concept

Appendix 2 – Operation Overlay

Appendix 3 – Decision Support Products

Tab A – Execution Matrix

Tab B – Decision Support Template and Matrix

Appendix 4 – Gap Crossing Operations

Tab A – Traffic Control Overlay

Appendix 5 – Air Assault Operations

Tab A – Pickup Zone Diagram

Tab B – Air Movement Table

Tab C – Landing Zone Diagram

Appendix 6 – Airborne Operations

Tab A – Marshalling Plan

Tab B – Air Movement Plan

Tab C – Drop Zone/Extraction Zone Diagram

Appendix 7 – Amphibious Operations

Tab A – Advance Force Operations

Tab B – Embarkation Plan

Tab C – Landing Plan

Tab D – Rehearsal Plan

Appendix 8 – Special Operations (G-3 [S-3])

Appendix 9 – Battlefield Obscuration (CBRN Officer)

Appendix 10 – Airspace Command and Control (G-3 [S-3] or  
Airspace Command and Control Officer)

Tab A – Air Traffic Services

Appendix 11 – Rules of Engagement (Staff Judge Advocate)

Tab A – No Strike List

Tab B – Restricted Target List (G-3 [S-3] with Staff Judge Advocate)

Appendix 12 – Law and Order Operations (Provost Marshal)

Tab A – Police Engagement

Tab B – Law Enforcement

Appendix 13 – Internment and Resettlement Operations (Provost Marshal)

## Orders Production (cont.)

List of Attachments and Responsible Staff Officers  
(Re. Table 12-2, ATTP 5-0.1) (cont.)

### **ANNEX D – FIRES (Chief of Fires/Fire Support Officer)**

- Appendix 1 – Fire Support Overlay
- Appendix 2 – Fire Support Execution Matrix
- Appendix 3 – Targeting
  - Tab A – Target Selection Standards
  - Tab B – Target Synchronization Matrix
  - Tab C – Attack Guidance Matrix
  - Tab D – Target List Worksheets
  - Tab E – Battle Damage Assessment (G-2 [S-2])
- Appendix 4 – Field Artillery Support
- Appendix 5 – Air Support
- Appendix 6 – Naval Fire Support
- Appendix 7 – Cyber/Electromagnetic Activities (Electronic Warfare Officer)
  - Tab A – Electronic Warfare
  - Tab B – Computer Network Operations
  - Tab C – Computer Network Attack
  - Tab D – Computer Network Exploitation

### **ANNEX E – PROTECTION (Chief of Protection/Protection Officer as designated by the commander)**

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



## Orders Production (cont.)

List of Attachments and Responsible Staff Officers  
(Re. Table 12-2, ATTP 5-0.1) (cont.)

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

Appendix 1 – Logistics (G-4 [S-4])

Tab A – Sustainment Overlay

Tab B – Maintenance

Tab C – Transportation

Exhibit 1 – Traffic Circulation and Control (Provost Marshal)

Exhibit 2 – Traffic Circulation Overlay

Exhibit 3 – Road Movement Table

Exhibit 4 – Highway Regulation (Provost Marshal)

Tab D – Supply

Tab E – Field Services

Tab F – Distribution

Tab G – Contract Support Integration

Tab H – Mortuary Affairs

Tab I – Internment and Resettlement Support

Appendix 2 – Personnel Services Support (G-1 [S-1])

Tab A – Human Resources Support (G-1 [S-1])

Tab B – Financial Management (G-8)

Tab C – Legal Support (Staff Judge Advocate)

Tab D – Religious Support (Chaplain)

Tab E – Band Operations (G-1 [S-1])

Appendix 3 – Army Health System Support (Surgeon)

### **ANNEX G – ENGINEER (Engineer Officer)**

Appendix 1 – Mobility/Counter-mobility

Tab A – Obstacle Overlay

Appendix 2 – Survivability (Engineer Officer)

Appendix 3 – General Engineering

Appendix 4 – Geospatial Engineering

Appendix 5 – Environmental Considerations

Tab A – Environmental Assessments

Tab B – Environmental Assessment Exemptions

Tab C – Environmental Baseline Survey

### **ANNEX H – SIGNAL (G-6 [S-6])**

Appendix 1 – Information Assurance

Appendix 2 – Voice and Data Network Diagrams

Appendix 3 – Satellite Communications

Appendix 4 – Foreign Data Exchanges

Appendix 5 – Electromagnetic Spectrum Operations

### **ANNEX I – Not Used**

### **ANNEX J – INFORM AND INFLUENCE ACTIVITIES (G-7 [S-7])**

Appendix 1 – Public Affairs (Public Affairs Officer)

Appendix 2 – Military Deception (Military Deception Officer)

Appendix 3 – Military Information Support Operations (Military Information Support Officer)

Appendix 4 – Soldier and Leader Engagement

## Orders Production (cont.)

List of Attachments and Responsible Staff Officers  
(Re. Table 12-2, ATTP 5-0.1) (cont.)

### **ANNEX K – CIVIL AFFAIRS OPERATIONS (G-9 [S-9])**

Appendix 1 – Execution Matrix

Appendix 2 – Populace and Resources Control Plan

Appendix 3 – Civil Information Management Plan

### **ANNEX L – RECONNAISSANCE AND SURVEILLANCE (G-3 [S-3])**

Appendix 1 – Reconnaissance and Surveillance Overlay

Appendix 2 – Reconnaissance and Surveillance Tasking Matrix

### **ANNEX M – ASSESSMENT (G-5 [S-5] or G-3 [S-3])**

Appendix 1 – Nesting of Assessment Efforts

Appendix 2 – Assessment Framework

Appendix 3 – Assessment Working Group

### **ANNEX N – SPACE OPERATIONS (Space Operations Officer)**

### **ANNEX O – Not Used**

### **ANNEX P – HOST-NATION SUPPORT (G-4 [S-4])**

### **ANNEX Q – Spare**

### **ANNEX R – REPORTS (G-3 [S-3], G-5 [S-5], G-7, and Knowledge Management Officer)**

### **ANNEX S – SPECIAL TECHNICAL OPERATIONS (Special Technical Operations Officer)**

Appendix 1 – Special Technical Operations Capabilities Integration Matrix

Appendix 2 – Functional Area I Program and Objectives

Appendix 3 – Functional Area II Program and Objectives

### **ANNEX T – Spare**

### **ANNEX U – INSPECTOR GENERAL (Inspector General)**

### **ANNEX V – INTERAGENCY COORDINATION (G-3 [S-3] and G-9 [S-9])**

### **ANNEX W – Spare**

### **ANNEX X – Spare**

### **ANNEX Y – Spare**

### **ANNEX Z – DISTRIBUTION (G-3 [S-3] and Knowledge Management Officer)**



## Acronyms and Abbreviations

### A

**ACoS** – assistant chief of staff  
**ADA** – air defense artillery  
**AI** – area of influence  
**AO** – area of operations  
**ARNG** – Army National Guard  
**ASCOPE** – areas, structures, capabilities, organizations, people, and events  
**ATTP** – Army Tactics, Techniques, and Procedures

### B

**BDE** – brigade  
**BSTT** – Battalion Staff Training Team  
**BUB** – battle update briefing

### C

**CA** – civil affairs  
**CASEVAC** – casualty evacuation  
**CBRNE** – chemical, biological, radioactive, nuclear and high-yield explosives  
**CCIR** – commander’s critical intelligence requirements  
**CDR** – commander  
**COA** – course(s) of action  
**COA-D** – course of action development  
**COO** – combined obstacle overlay  
**COP** – common operational picture  
**CP** – command post  
**CTCP** – combat trains command post

### D

**DP** – decision point  
**DSCA** – defense support of civil authorities (replaced civil support)  
**DSM** – decision support matrix  
**DST** – decision support template  
**DTED** – digital terrain elevation data  
**DTT** – Doctrine Training Team

### E

**EEFI** – essential element(s) of friendly information  
**EVENTEMP** – event template

## Acronyms and Abbreviations

### F

**FADS-C** – feasible, acceptable, distinguishable, suitable, complete  
**FFIR** – friendly forces information requirement(s)  
**FM** – field manual  
**FRAGO** – fragmentary order  
**FSC** – forward support company  
**FSCM** – fire support coordination measures  
**FSO** – fire support officer  
**FSMT** – forward support medical evacuation team  
**FSP** – forward supply point  
**FST** – fire support tasks

### G

**GCM** – graphic control measure(s)  
**GLOCS** – ground lines of communication

### H

**HHQ** – higher headquarters  
**HN** – host nation  
**HPT** – high-payoff target  
**HPTL** – high-payoff target list  
**HVT** – high-value target  
**HVTL** – high-value target list

### I

**INFOSYS** – information systems  
**IPB** – intelligence preparation of the battlefield  
**IR** – information requirement(s)  
**ISR** – intelligence, surveillance, and reconnaissance (per Army terminology)  
**IVL** – intervisibility line

### L

**LD** – line of departure  
**LEIOV** – latest event information of value  
**LOA** – limit of advance  
**LOC** – line(s) of communications  
**LOS** – line-of-sight  
**LTIOV** – latest time information is of value

## Acronyms and Abbreviations

### M

**MA** – mission analysis  
**MC** – mission command  
**MCOO** – modified combined obstacle overlay  
**MCS** – mobility, counter-mobility, and survivability  
**MCS** – Mission Command Systems  
**MCTSP** – Mission Command Training Support Program  
**MDMP** – Military Decision Making Process  
**MEDEVAC** – medical evacuation  
**METT-TC** – mission, enemy, terrain, time available, troops available and civilians  
**MISO** – military information support operations (formerly PSYOPS)  
**MOE** – Measure of Effectiveness  
**MOP** – Measure of Performance  
**MTC** – Mission Training Complex  
**MTC-LVN** – Mission Training Complex-Fort Leavenworth

### N

**NAI** – named area(s) of interest  
**NCO** – noncommissioned officer

### O

**OAKOC** – observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment  
**OE** – operational environment  
**OIL** – observations, insights, and lessons  
**OPFOR** – opposing force(s)  
**OPLAN** – operation plan  
**OPORD** – operation order  
**OPSEC** – operational security

### P

**PIR** – priority intelligence requirements  
**PLT** – platoon  
**PSOP** – plans standard operating procedure

### R

**R&S** – reconnaissance and surveillance  
**RETRANS** – retransmission  
**RFI** – request(s) for information  
**ROE** – rules of engagement  
**RTO** – radio-telephone operator

## Acronyms and Abbreviations

### S

**SA** – situational awareness

**SIGO** – signal officer

**SIR** – specific information requirement(s)

**SITTEMP** – situation template

**SOP** – standard operating procedure(s)

**SU** – situational understanding

**SWEAT-MSO** – sewage, water, electricity, academic, trash-medical, safety, and other considerations

### T

**TACSOP** – tactical standard operating procedures (also called **TSOP**)

**TAFT** – Training Analysis Feedback Team

**TAI** – targeted area(s) of interest

**TLP** – troop-leading procedure(s)

**TO** – task organization

**TPED** – tasking, processing, exploitation, and dissemination

### W

**WARNO** – warning order

**WFF** – warfighting function

### X

**XO** – executive officer

## Glossary

This glossary contains a selection of terms, with definitions, intended to assist the unit commander and staff when executing the MDMP. The definitions were taken from selected ATTPs, ADPs, ADRPs, Joint Technical Publications (JTP), and several FMs, including FM 1-02, *Operational Terms and Graphics*.

-A-

**Area of Influence (AI)** – A geographical area wherein a commander is directly capable of influencing operations by maneuver and fire support systems normally under the commander's command or control. JP 1-02

**Area of Interest (AOI)** – That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. JP 2-03

**Area of Operations (AO)** – An operational area defined by the joint force commander for land and naval forces. Areas of operations do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. JP 3-0

**Areas, Structures, Capabilities, Organizations, People, and Events (ASCOPE)** – Acronym is retained but no longer formally defined. ADRP 6-0

-C-

**Commander's Critical Information Requirements (CCIR)** – (joint) An information requirement identified by the commander as being critical to facilitating timely decision-making. The two key elements are friendly force information requirements and priority intelligence requirements. JP 3-0

**Course of Action Development (COA-D)** – The COA development step generates options for follow-on analysis and comparison that satisfy the commander's intent and planning guidance. ATTP 5-0.1

**Combined Obstacle Overlay (COO)** – The combined obstacle overlay is used to depict areas where military mobility can be categorized as unrestricted, restricted, or very restricted. Unrestricted areas are free of any obstacles or restrictions to movement. Restricted areas are usually depicted on overlays by diagonal lines to indicate terrain that hinders movement to some degree. Very restricted areas are usually depicted by crosshatched diagonal lines to indicate terrain that severely hinders or slows military movement unless some effort is made to enhance mobility. JP 1-02

**Mission Training Complex - Fort Leavenworth**



## Glossary

**Common Operational Picture (COP)** – (Army) A single display of relevant information within a commander’s area of interest tailored to the user’s requirements and based on common data and information shared by more than one command. FM 3-0

**Composite Risk Management (CRM)** – Composite risk management is the Army’s primary decision making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities (Term changed to Risk Management IAW Army Terminologist) FM 5-19

-D-

**Decisive Point (DP)** – (joint) A geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success. JP 3-0 (Note: In this context, adversary also refers to enemy.)

**Decision Support Matrix (DSM)** – A written record of a war-gamed course of action that describes decision points and associated actions at those decision points. ADRP 5-0

**Decision Support Template (DST)** – A combined intelligence and operations graphic based on the results of wargaming. The decision support template depicts decision points, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly course of action. JP 2-01.3

**Digital Terrain Elevation Data (DTED)** – A standard of digital datasets which consists of a matrix of terrain elevation values.

-E-

**Essential Element of Friendly Information (EEFI)** – (Army) A critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation, and therefore should be protected from enemy detection. FM 1-02

**Event Template (EVENTEMP)** – A model against which enemy activity can be recorded and compared. It represents a sequential projection of events that relate to space and time on the battlefield and indicate the enemy’s ability to adopt a particular course of action. The event template is a guide for collection and reconnaissance and surveillance planning. FM 2-01.3

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**Execution Matrix** – A visual and sequential representation of the critical tasks and responsible organizations by time or for a tactical operation used as a staff tool. ATTP 5-0.1

-F-

**Friendly Force Information Requirement (FFIR)** – (joint) Information the commander and staff need to understand the status of friendly force and supporting capabilities. ATTP 5-0.1

-I-

**Intelligence Preparation of the Battlefield (IPB)** – IPB is the staff planning activity undertaken by the entire staff to define and understand the AO and the options it presents to friendly and enemy forces. It includes input from the whole staff. IPB is a systematic process of analyzing and visualizing the enemy and AO in a specific geographic area for a specific mission or in anticipation of a specific mission. FM 2-0

**Information Requirement (IR)** – Any information element the commander and staff require to successfully conduct operations. ADRP 6-0

**Intervisibility Line (IVL)** – Not a terrain feature, but an effect of terrain on observation. A relative, localized, pattern of limitations on observation, caused by (often subtle) variations in terrain elevation relative to an Observer and the Observed. Terrain that allows observation from one point to another. FM 3-90.1

**Intelligence Warfighting Function** – The related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil considerations. FM 3-0

-L-

**Latest Event Information of Value (LEIOV)** – A subset of LTIOV, an event which dictates the latest time the information can be used by the commander in making the decision the priority intelligence requirement supports. TC 2-01

**Latest Time Intelligence is of Value (LTIOV)** – The time by which information must be delivered to the requestor in order to provide decision-makers with timely intelligence. FM 2-01.3

## Glossary

-M-

**Modified Combined Obstacle Overlay (MCOO)** – A digital or analog graphic depiction of the terrain which provides the basis for identifying air and ground AA and mobility corridors. It integrates into one overlay all obstacles to movement, including but not limited to, built-up areas, slope, soil, vegetation, and transportation systems. FM 2-01.3

**Military Information Support Operations (MISO)** – Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the originator's objectives. JP 3-13.2

**Mission Command** – The conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent. FM 3-0

**Measure of Effectiveness (MOE)** – A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. JP 3-0

**Measure of Performance (MOP)** – A criterion used to assess friendly actions that is tied to measuring task accomplishment. JP 3-0

**Movement and Maneuver Warfighting Function** – The related tasks and systems that move forces to achieve a position of advantage in relation to the enemy. Direct fire is inherent in maneuver, as is close combat. FM 3-0

-N-

**Named Area of Interest (NAI)** – The geographical area where information that will satisfy a specific information requirement can be collected. Named areas of interest are usually selected to capture indications of adversary courses of action, but also may be related to conditions of the AO. FM 2-01.3

-O-

**Operational Environment (OE) (joint)** – A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. JP 1-02

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**Operational Theme** – The character of the dominant major operation being conducted at any time within a land force commander's area of operations. The operational theme helps convey the nature of the major operation to the force to facilitate common understanding of how the commander broadly intends to operate. FM 3-0

**Operations Process** – The major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The commander drives the operations process. FM 1-02

**Orders Group** – A group assembled to receive a commander's orders. The basic composition of this group is normally prescribed in the standard operating procedures of the unit or formation concerned. FM 1-02

**Overlay Order** – A technique used to issue an order (normally a fragmentary order) that has abbreviated instructions written on an overlay. FM 1-02

-P-

**Priority Intelligence Requirement (PIR)** – (joint) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment. JP 2-0

**Protection Warfighting Function** – The related tasks and systems that preserve the force so the commander can apply maximum combat power. FM 3-0

**Probability** – In risk analysis, the likelihood that an event will occur. There are five degrees of probability: frequent (A), likely (B), occasional (C), seldom (D), and unlikely (E). FM 5-19

-R-

**Reconnaissance and Surveillance (R&S)** – Two of the primary information collection tasks. *Reconnaissance* are those operations undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographical or geographical characteristics and the indigenous population of a particular area. *Surveillance* is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. Surveillance involves observing an area to collect information. FM 3-55

**Rules of Engagement (ROE)** – Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and / or continue combat engagements with other forces encountered. JP 1-04

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-S-

**Situational Awareness (SA)** – Immediate knowledge of the conditions of the operation, constrained geographically and in time. FM 1-02

**Specific Information Requirement (SIR)** – All information elements the commander and staff require to successfully conduct operations; that is, all elements necessary to address the factors of METT-TC. For the purposes of the intelligence warfighting function and R&S synchronization, validated information requirements are requirements that fill a gap in knowledge and understanding of the area of interest (terrain and weather, and civil considerations) or the enemy. FM 2-0

**Situation Template (SITTEMP)** – A series of projections that portray, based on enemy doctrine, the most probable disposition and location of enemy forces within constraints imposed by weather and terrain. FM 2-01.3

**Situational Understanding (SU)** – The product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decision making. ADP 5-0

-T-

**Troop-Leading Procedure (TLP)** – A dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. ADP 5-0

**Tasking, Processing, Exploitation, and Dissemination (TPED)** – The Joint R&S concept of operations which addresses how all available collection assets are used to answer the Joint force's intelligence requirements. FM 3-55

-W-

**Warfighting Function (WFF)** – A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. FM 3-0