

# **STAFF PROCESS**

## **Quick Reference Series**

### **Military Decision Making Process**

#### ***Step 2 - Mission Analysis***

**(Book 2 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 - 2 - 2012**

## About This Book

### **Purpose**

This publication has been developed as a tool to assist unit commanders and staffs with the second step of the Military Decision Making Process (MDMP), *Mission Analysis*.

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

It 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.

The *Mission Analysis* major task (step) is briefly described and followed by a graphic that highlights its key features. It 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 sub-task. 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.

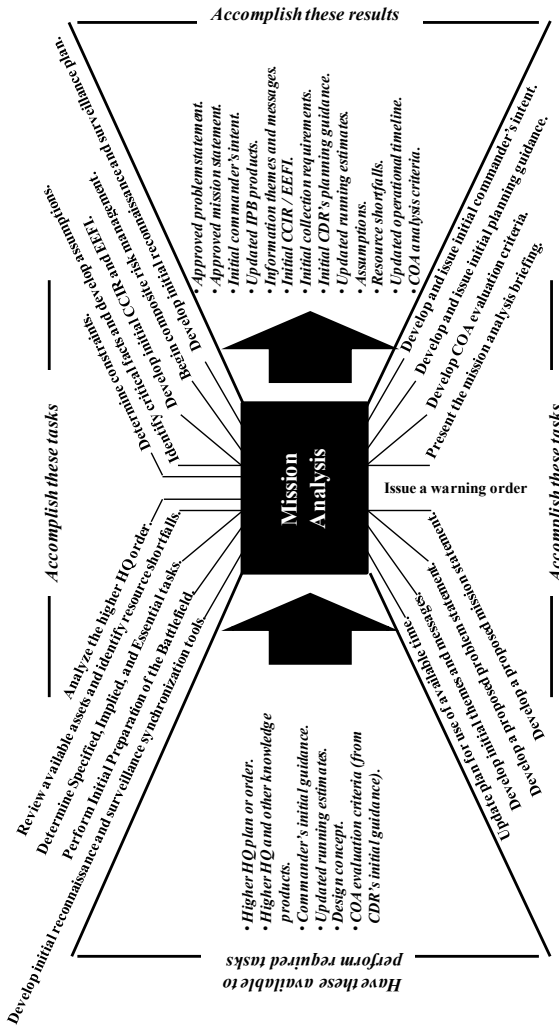
### ***Task Reference Legend***

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 example concerning the second step of the MDMP, Mission Analysis.** A graphic example unique to the MDMP step being addressed precedes each MDMP step in this publication.



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## Introduction to the MDMP

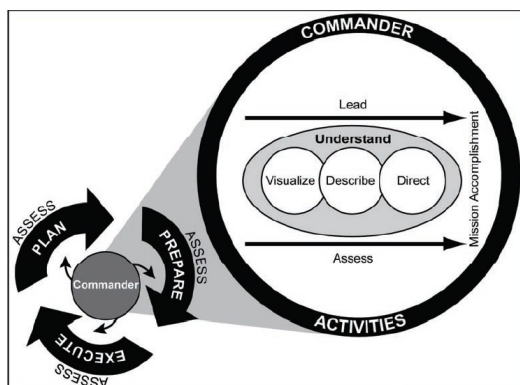
The MDMP is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action (COA); decide on a COA that best accomplishes the mission; and produce an operation 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 ATP 5-0.1. It includes other key input and output information identified in the MDMP step sections of Chapter 4, ATP 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><b>Step 1</b> 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><b>Step 2</b> 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><b>Step 3</b> 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><b>Step 4</b> 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><b>Step 5</b> 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><b>Step 6</b> 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><b>Step 7</b> 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

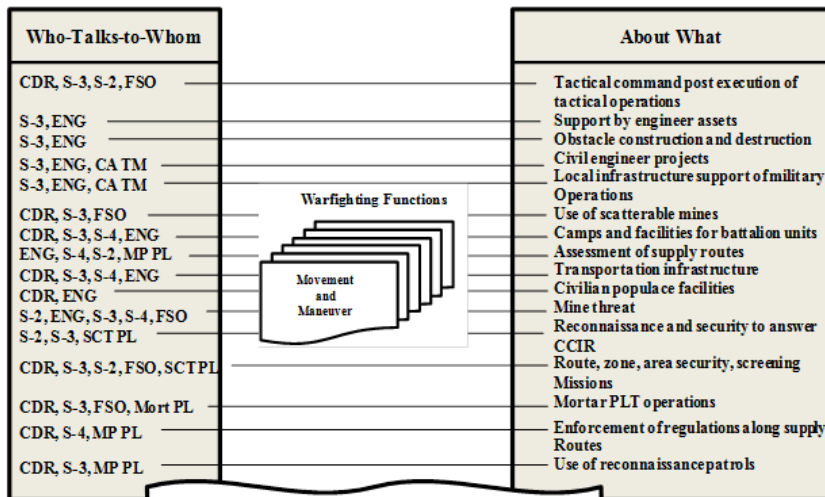
Remember the earlier comment about the “Devil is in the details?” Nowhere is this more true than knowing who to communicate with to get the right answer or product, in the right sequence or format, at the right time. Planning standard operating procedures (PSOP) and Tactical SOPs (TACSOP) should have 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  CDR, S-3 CDR, All Staff CDR, All Staff CDR, S-3, S-1, S-4 CDR, S-3 CDR, S-3, S-2 S-3 CDR, S-3, CA, S-2 CDR, S-3, FSO, CA CDR, S-3  S-3 CDR, S-3  CDR, S-3, S-4 CDR, S-3 S-3, S-4 FSO, S-3, S-2 CDR, S-3	Shaping the area of interest (AO) and area of influence (AI) Conditions for successful decisive operations Synchronization of all the elements of combat power Commander’s (CDR) intent and concept of operations Combat status of all subordinate units Integration of attached units Support to deception, counter-deception operations Battalion (BN) Collection Plan Scope of Civil Affairs Unit taskings and assets to accomplish effects tasks Compatibility of other national military structures with US systems  Operational assessments Coordination with adjacent, attached, special operations forces, host nation, and coalition units Battalion unit movements Providing a reserve Mobility in the AO Integration of lethal and non-lethal effects Current operations
CDR, S-3, MP PL CDR, S-3, MP PL CDR, S-1, MP PL CDR, S-3, MP PL CDR, S-3, MP PL CDR, S-3, MP PL S-3, CA TM, S-2, MP PL CDR, S-3, MP PL, S-2 S-2, MP PL CDR, S-3, MP PL CDR, S-3, MP PL CDR, S-3 CDR, S-3  CDR, S-3, S-2 FSO, S-1, S-2, S-3, S-4	Use of reconnaissance patrols Law enforcement missions Criminal investigations Crowd and riot control operations Area damage control Reaction force operations Assessment of civil defense and local police Battalion detainee collection point Physical security Liaison with local police Personnel, convoy, VIP security Assets from higher headquarters (HHQ) Training requirements, allocation of training resources, CDR’s training guidance Stability Operations (SO) planning 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 platoon (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	Intelligence preparation of the battlefield (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 operational 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 CDR, S-3, CA TM</p> <p>CDR, S-3, CA TM CDR, S-3, MP PL S-2, CI, HUMINT, S2X, THT S-2, CMO, S2X, THT, G-2 S-2, S2X, S-6, THT CDR, S-3, S-2, THT</p> <p>S-2, S2X, THT</p>	<p>Preparation and integration of area assessments in support of civil-military operations (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>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 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 S-2, Patrol Debriefs, THT S-2, Patrol Debriefs, THT S-4</p> <p>S-2, S-3, CDR 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 S-2, XO, CDR, S-3 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 COAs</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.)

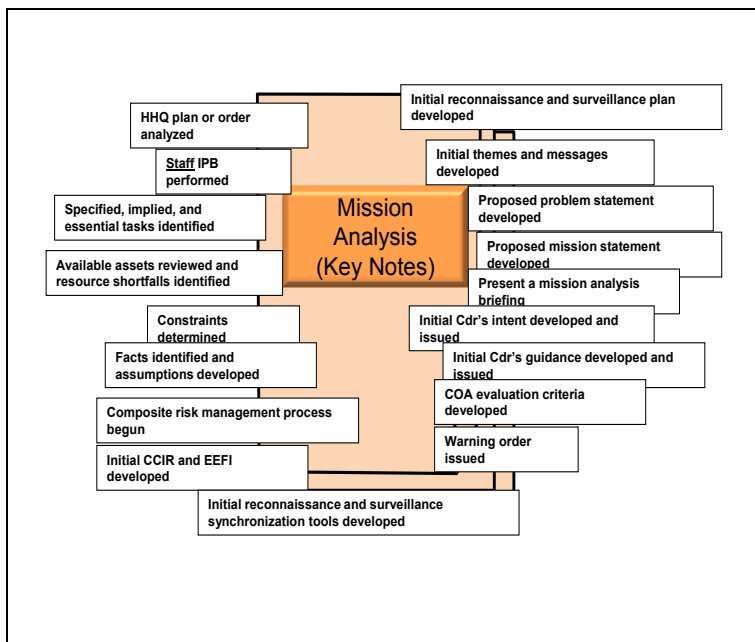
Collaboration With	About What
S-2, SSO	Release of classified US information in accordance with the multinational sharing agreements
S-2, S-3, NGO	Integration of nongovernmental organizations (NGO), international organizations, host nation (HN) / police, civilian police, and others into the intelligence 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 vulnerability to enemy and civilian actions
FSO, S-2	Battalion 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

## Mission Analysis

Commanders (supported by their staffs and informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the operational environment. The commander and staff conduct **Mission Analysis** to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly, why--the purpose of the operation. Since no amount of subsequent planning can solve a problem insufficiently understood, **Mission Analysis** is the most important step in the MDMP. This understanding of the situation and the problem allows commanders to visualize and describe how the operation may unfold in their initial commander's intent and planning guidance. **ATTP 5-0.1**



### MDMP Step 2 Highlights



What follows is a simple tool you can use to accomplish the nineteen sub-tasks that must be performed during **Mission Analysis**. 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.



## **Mission Analysis (cont.)**

### **Task Reference Legend**

The following table is designed to assist commanders and staff members with a by-task, paragraph reference to ATTP 5-0.1. As you proceed through *Mission Analysis*, use this table to quickly make that review.

<b>STEP 2 — Mission Analysis.....</b>	<b>4-25 thru 4-78</b>
Analyze the Higher Headquarters’ Plan or Order.....	4-27 thru 4-28
Perform Initial Intelligence Preparation of the Battlefield.....	4-29 thru 4-30
Determine Specified, Implied, and Essential Tasks.....	4-31 thru 4-35
Review Available Assets and Identify Resource Shortfalls.....	4-36
Determine Constraints.....	4-37 thru 4-40
Identify Critical Facts and Develop Assumptions.....	4-41 thru 4-43
Begin Risk Management.....	4-44 thru 4-45
Develop Initial Commander’s Critical Information Requirements and Essential Elements of Friendly Information.....	4-46 thru 4-49
Develop Initial Reconnaissance and Surveillance Synchronization Tools.....	4-50 thru 4-53
Develop Initial Reconnaissance and Surveillance Plan.....	4-54 thru 4-55
Update Plan for the Use of Available Time.....	4-56 thru 4-57
Develop Initial Themes and Messages.....	4-58 thru 4-60
Develop a Proposed Problem Statement.....	4-61 thru 4-64
Develop a Proposed Mission Statement.....	4-65 thru 4-68
Present the Mission Analysis Briefing.....	4-69 thru 4-71
Develop and Issue Initial Commander’s Intent.....	4-72
Develop and Issue Initial Planning Guidance.....	4-73 thru 4-76
Develop Course of Action Evaluation Criteria.....	4-77
Issue a Warning Order.....	4-78

### **Mission Training Complex - Fort Leavenworth**

## Mission Analysis (cont.)

### Trends (Current Comments)

The following trends comments are not meant to be all inclusive of the myriad recorded by trainers during staff exercises. They have been focused to address those **Mission Analysis** tasks that have historically challenged battalion and brigade battle staffs. Staff personnel are encouraged to cross reference trends comments with the applicable step.

**TASK: Perform Mission Analysis**

**Step 2—Perform Initial Intelligence Preparation of the Battlefield**

**FEEDBACK COMMENTS**

IPB Products:

- *S-2s do not always develop the IPB products needed to support the battalion commander's guidance.*
- *S-2s frequently concentrate on only one enemy situation template (SITTEMP).*
- *Even when initial IPB products are satisfactory, intelligence sections often fail to refine their products as the situation changes and new information becomes available.*

*S-2s often fail to tie the IPB process into the reconnaissance and security process.*

*Staffs often fail to adequately support reconnaissance and surveillance assets with essential information.*

**DISCUSSION**

At the end of initial IPB, the S-2, at a minimum, should have produced the Modified Combined Obstacle Overlay (MCOO), multiple enemy SITTEMPS, an HVT list, and gaps in intelligence. Each should be relevant to the commander's anticipated decision requirements.

Even when more than one is produced, only one is fully developed. By preparing only one detailed SITTEMP, the S-2 fails to present the full range of enemy tactical options, and causes the commander to have difficulty calculating friendly force capabilities to employ at critical points to achieve his intent. The S-2 should develop and concentrate his efforts on the enemy's most probable and dangerous COAs.

IPB product update requirements should be addressed and formatted in the unit TACSOP.

Reconnaissance and surveillance assets will normally be ineffective if the S-2 fails to integrate the collection plan with the S-3's maneuver COAs before the commander's decision brief. A failed reconnaissance effort that provides inadequate coverage of Named Areas of Interest (NAI) may hamper the staff's ability to determine a threat weakness that can be exploited. An unfocused collection plan usually places the staff in the position of reacting to events in the area of operations, rather than proactively shaping it to achieve the commander's objectives.

The main problem is usually inadequate staff planning for a timely collection effort during the decision making process. While commanders and S-3s recognize the need to get reconnaissance assets out early, they fail to ensure timely and complete instructions are issued before employment. In some cases the collection plan is developed in a vacuum with limited input from the entire staff.

# Mission Analysis (cont.)

## Trends (Current Comments) (cont.)

**TASK: Perform Mission Analysis**

**Step 2—Perform Initial Intelligence Preparation of the Battlefield**

**FEEDBACK COMMENTS**

*Staffs often fail to understand the capabilities of available collection assets and their locations on the battlefield, and do not have an established SOP that tasks them.*

*S-2s do not always identify possible locations of HVTs when they develop situational templates.*

**DISCUSSION**

The S-3 is responsible for and has tasking authority over maneuver elements, and in terms of intelligence collection assets, the S-2 makes recommendations to the S-3 or the commander. The S-2 is usually the prime user of most intelligence collection assets within the battalion, and in many battalions, will actually task them. However, this should only be done after the collection plan is approved by the commander and S-3. Every unit should include collection asset tasking procedures in their unit TACSOP. The S-3 may not have the time to prepare and publish separate collection tasks.

The S-2 needs to evaluate each HVT and decide whether they should be nominated as potential HPT. This will allow the staff to determine if the targets are in range of friendly fire assets and what is the priority to interdict those targets. The S-2 should list each HVT, by category, on each SITTEMP, and be prepared to discuss them during war-gaming.

**TASK: Perform Mission Analysis**

**Step 3—Determine Specified, Implied, and Essential Tasks**

**FEEDBACK COMMENTS**

Tasks:

- *Essential tasks from the brigade operations order (OPORD) are sometimes overlooked in the battalion OPORD.*

- *Subordinate unit tasks do not adequately support the battalion's shaping operation or the decisive operation.*

**DISCUSSION**

Essential tasks are specified or implied tasks that must be executed to accomplish the mission. They must be included in the battalion's mission statement. The battalion staff must conduct a detailed analysis of the brigade order and the brigade commander's guidance to determine specified and implied tasks. Paragraphs 2 and 3 of the brigade order, annexes, overlays, and paragraphs 4 and 5 for sustainment tasks should be thoroughly reviewed. The brigade commander's oral guidance may also provide assigned tasks.

Just as a cross walk of specified and implied tasks with the overall concept of operations is an essential staff task, a similar cross walk with the battalion's designated shaping operation or the decisive operation is also critical. By identifying and comparing each tactical task of the shaping / decisive operation as to who / what performs them, when and where they must be accomplished, and how they will be performed with the final list of specified and implied tasks, voids, if there are any, are readily identified.

## Mission Analysis (cont.)

### Trends (Current Comments) (cont.)

**TASK: Perform Mission Analysis**

*Step 6—Identify Critical Facts and Develop Assumptions*

**FEEDBACK COMMENTS**

*Staffs sometimes fail to have an effective Request for Information (RFI) tracking system to record and follow-up on information requests.*

**DISCUSSION**

Problems in this area generally fall into two categories: no RFI tracking system established or a tracking system exists, but is not known or used by the staff. Staffs need to develop an RFI tracking system that consolidates, records, and monitors all RFIs that are processed through the TOC. The system can be a simple matrix that includes some type of tracking number, a brief description, the staff section initiating the RFI, the section that the RFI was forwarded to for action, and its current status. Additionally, the matrix should include RFIs received from the company level, initiated internally, and forwarded to brigade.

**TASK: Perform Mission Analysis**

*Step 7—Begin Risk Management*

**FEEDBACK COMMENTS**

*Commanders and staffs do not always conduct all five steps of the risk management process, resulting in information shortfalls that affect subordinate units during their planning processes.*

**DISCUSSION**

When the commander issues planning guidance at the end of mission analysis, he provides risk mitigation measures for the staff to incorporate into their COA development. If the risk management process is overlooked in the MDMP and troop-leading procedures, expect flawed planning and execution. Commanders and staffs must create a risk management process that becomes an integral part of their SOP and includes benchmarks for company and platoon-level risk-management products.

**TASK: Perform Mission Analysis**

*Step 8—Determine Initial CCIR and EEFI*

**FEEDBACK COMMENTS**

*CCIR are sometimes designated without being tied to decisionmaking criteria.*

**DISCUSSION**

This is a commander task. The commander alone decides what is critical. The staff may nominate CCIR for the commander's selection, but the decision always rests with the commander. The initial CCIR developed during mission analysis must focus on those decisions the commander believes he will have to make to successfully execute his assigned mission. This focuses the staff to arrive at the optimum COA.

## Mission Analysis (cont.)

### Trends (Current Comments) (cont.)

**TASK: Perform Mission Analysis**  
**Step 10—Develop Initial R&S Plan**

#### FEEDBACK COMMENTS

*ISR planning is often hastily developed by the S-2 and lacks proper staff integration.*

*Information collection execution lacks proper staff oversight and management to answer the commander's PIR and confirm or deny ECOAs.*

*S-2s struggle with developing a comprehensive collection plan that fully incorporates all required elements.*

*The S-2's initial collection planning is often unorganized and does not provide the specifics that must be understood by collection assets or commanders.*

#### DISCUSSION

Ownership of the collection plan must be the responsibility of the entire staff and not solely the S-2. The collection plan must be collectively managed through the efforts of the S-2, S-3, and the collection manager. They must ensure that through synchronization meetings and daily monitoring, correct assets are available, tasked, and actually collecting on the tasked NAIs and targets. Staffs must continuously train on collection planning and execution and embed it into every MDMP.

The challenges to collection management are often identified well in advance of execution and are clear indicators of the effectiveness of information collection operations. Information collection execution is the result of a progressive IPB process and requires collective involvement of the entire staff to be successful. One of the most telling indicators of an effectively managed collection operation is S-3 involvement in its planning and execution. S-3 involvement, or lack thereof, clearly indicates the importance of information collection throughout the battalion. The S-3's involvement shows whether he believes that finding the enemy is essential to the maneuver plan...e.g., how can you defeat an enemy without finding them first? PIR and IR provide the initial focus of the collection effort. These are obtained by analysis of HVTs and HPTs. The collection plan should answer the PIR and should be linked to enemy events, particularly which COA the enemy will adopt.

Development of a comprehensive collection plan must fully incorporate specific information requirements (SIR), collection tasks, named areas of interest (NAI), and the proper times and placement of units to confirm or deny the ECOA.

If the intelligence synchronization matrix (ISM) does not include the latest time intelligence is of value (LTIOV) or latest event of intelligence value (LEOV) for NAIs, collectors and planning staffs will not have "time on" or "time off" for collection on NAIs. This may result in the commander having to maintain 24-hour collection on all assigned NAIs. By ensuring all factors are included in the ISM, the S-2 can confidently answer PIRs and support the commander's tactical decisions.

## Mission Analysis (cont.)

### Trends (Current Comments) (cont.)

**TASK: Perform Mission Analysis**

**Step 10—Develop Initial R&S Plan**

#### FEEDBACK COMMENTS

*The battalion's collection effort is not always refocused when changes impact successful implementation.*

*The development and execution of observer input to the battalion's collection plan is not always synchronized with essential fire support tasks and the scheme of fire and maneuver.*

*Staffs fail to gather and use collection information from all available sources.*

*S-2s tend to overwhelm the Scout Platoon with collection tasks.*

#### DISCUSSION

The battalion S-2 may recommend to the commander refocusing the collection effort when the threat changes, a collection task is satisfied, or brigade executes a branch or sequel. When the S-2 is unable to apply collection assets to meet collection requirements, the commander must become involved.

When observer actions are developed after wargaming, they lack the detail and synchronization required to ensure observers are in position to execute the scheme of fires. When observation synchronization is lost, target execution may not be timely or occur at all, few, if any, missions will be adjusted, and a key tracking mechanism between the decisive and shaping fight is lost. Target refinement to the company / team level and the use of terrain enhancement products are essential to collection planning.

Collection information may be found in numerous areas available to the battalion staff, including: the base order; Annex B (Intel); Annex D (Fires): Integration of fire support radars, architecture to interdict HPTs, Appendix 11 to Annex C (ROE): What ROE causes limitations on your ability to conduct collection; Appendix 1 to Annex E (AMD): Integration of air and missile defense radars, architecture to interdict HPTs, assessment of ECOA, etc.; Annex H (Signal): Collection architecture, Intelligence Reach; Appendix 6 to Annex E (CBRNE): Integration of CBRNE systems (e.g., FOX vehicle) into collection architecture; Annex L (R&S): collection plan; Appendix 10 to Annex C (AC2): UAS planning; Annex E (Protection): taskings for OPSEC, EEFI; ECOA. Another collection asset that may be available is aviation. For example, many operations (cordon and search, raid, etc.) include aviation support, such as OH-58s or AH-64s. The S-2 should consider coordination with the S-3 to task them to collect on NAI. Aviation platforms have exceptional sensors and are usually already operating in the battalion AO.

The first step in collection planning should be a listing of available assets. This is not just limited to the Scout Platoon. Often S-2s assign too many NAIs to units because they fail to review available assets. They also fail to analyze necessary troops-to-tasks for successful information collection execution.

## Mission Analysis (cont.)

### Trends (Current Comments) (cont.)

**TASK: Perform Mission Analysis**

**Step 10—Develop Initial R&S Plan**

#### FEEDBACK COMMENTS

*Commanders and staffs often fail to clearly establish what the battalion needs to know from employment of its collection assets.*

*S-3s sometimes fail to use the S-2's collection plan to formally task subordinate units to help answer battalion PIR.*

#### DISCUSSION

The first step in information collection management is to develop requirements...determine what you need to know. The battalion staff must study the IRs that have been identified, any SOR from HHQ and RFIs received from subordinate and adjacent units. Every IR should be prioritized and related, as a minimum, to a potential ECOA, fires and targeting, and contribute to information that will facilitate decisions. The battalion will not be able to collect on everything, so take the top five or six IRs and recommend them as PIRs.

Most companies eventually contribute to the battalion collection effort by conducting their operations, but the company effort is rarely synchronized with the rest of the battalion when it comes to information collection. For example, maneuver companies can be tasked to conduct a patrol in an area where the S-2 has templated a mortar. A patrol could be conducted in daylight to try and confirm or deny if a mortar system has been in the area by looking for base-plate indentations, dunnage, and other indicators, such as all-terrain vehicle (ATV) tracks. Or, the patrol could establish an ambush at the templated mortar position during the assessed firing times.

#### Notes:

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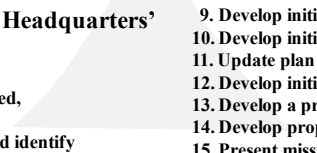
## Mission Analysis

### Task: Analyze the Higher Headquarters Order

#### “Task Snapshot”

### Mission Analysis

#### Process Tasks

- 
1. Analyze the Higher Headquarters’ Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
  9. Develop initial R&S Synchronization tools
  10. Develop initial R&S Plan
  11. Update plan for use of available time
  12. Develop initial themes & messages
  13. Develop a proposed problem statement
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander’s intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ The Higher headquarters’ –
  - Commander’s intent.
  - Mission.
  - Concept of the operation.
  - Available assets.
  - Timeline.
- ✓ Mission of adjacent, supporting, and supported units and their relationship to the higher headquarters’ plan.
- ✓ Missions of interagency, intergovernmental, and nongovernmental organizations that work in the area of operation.
- ✓ Their assigned area of operations.

## Mission Analysis (cont.)

What follows is a simplistic tool you can use to accomplish the nineteen sub-tasks that must be performed during *Mission Analysis*. 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

### Task: Analyze the Higher Headquarters Order

#### Actions That Must Occur

Check them off as you go.

The commander and each staff section analyze the mission and order for his / her area of expertise and/or responsibility.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate

Commander

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

#### Results That Should Occur

Check them off as you go.

Initial analysis of HHQ order.

OIL

#### Helpful Tips

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

Ensure collaborative and parallel planning with like WFF at the HHQ level.

Use liaison officers (LNO) and requests for information (RFI) to obtain information.

Check the TACSOP to see if it outlines the planning and information gathering methodologies expected in each WFF.

The S-3 records in detail the “must knows” from the HHQ order, and checks for common staff understanding. This should be included in the TACSOP / PSOP for a minimum list of required information in order to begin staff planning.



## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Each staff WFF should review their applicable annex and post a list in the CP of the reviewers. Common knowledge of who is reviewing what promotes collaboration.



Ensure the staff understands “nested concepts.”



Know which staff members attended the HHQ OPORD brief. The S-3 should task one of them to provide an OPORD brief on the map to get started with a common operational picture (COP).



The XO is the TACSOP “sheriff.” He should appoint a “CinC-SOP” at the start of planning who will capture changes and additions to the unit’s plans SOP that may be required.



LNOs assist in information gathering, and they must be familiar with the HHQ plan.



The S-3 should appoint a “CinC FM 1-02, *Operational Terms and Graphics*,” at the start of the MDMP process who will be responsible for clarifying any terms or graphics required throughout the process.

#### Notes:

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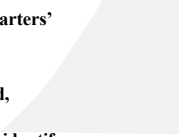
## Mission Analysis (cont.)


### Task: Perform Initial Intelligence Preparation of the Battlefield

#### “Task Snapshot”

### Mission Analysis

#### Process Tasks

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- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Analyze the Higher Headquarters' Plan or Order</li> <li>2. <b>Perform Initial IPB</b></li> <li>3. Determine specified, implied, and essential tasks</li> <li>4. Review available assets and identify resource shortfalls</li> <li>5. Determine constraints</li> <li>6. Identify critical facts &amp; develop assumptions</li> <li>7. Begin risk management</li> <li>8. Develop initial CCIR &amp; EEFI</li> </ol> | <ol style="list-style-type: none"> <li>9. Develop initial R&amp;S Synchronization tools</li> <li>10. Develop initial R&amp;S Plan</li> <li>11. Update plan for use of available time</li> <li>12. Develop initial themes &amp; messages</li> <li>13. Develop a proposed problem statement</li> <li>14. Develop proposed mission statement</li> <li>15. Present mission analysis briefing</li> <li>16. Develop and issue initial commander's intent</li> <li>17. Develop and issue initial planning guidance</li> <li>18. Develop COA evaluation criteria</li> <li>19. Issue warning order #2</li> </ol> |
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- ✓ Define the Operational Environment.
  - ✓ Describe Environmental Effects on Operations
  - ✓ Evaluate the Threat / Adversary
  - ✓ Determine Threat / Adversary Courses of Action
  - ✓ (Initial Targeting Meeting)<sup>1</sup>

*<sup>1)</sup> Conduct initial targeting meeting once consolidated High Value Target List (HVTL) and Situational Template (SITTEMP) are developed*

### Mission Analysis (cont.)

## Task: Perform Initial Intelligence Preparation of the Battlefield

### Actions That Must Occur

Check them off as you go.

Commander and staff, lead by the S-2, provide input to IPB.

### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

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

### Results That Should Occur

Check them off as you go.

Understanding of the enemy, terrain, and weather and other aspects of the operational environment.

Terrain and weather products

Likely enemy COAs

High-value target list

Explanations of how key civil considerations affect the operation

Gaps in information

List of IR / RFI based on intelligence gaps

### Helpful Tips



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



*The S-2 should guide the staff through the IPB process, but do not leave IPB completely up to the S-2.* Every staff section should assist the S-2 and contribute to the development of IPB products, especially the situation template (SITTEMP) and the modified combined obstacle overlay (MCOO).



## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



- Each staff section should develop a SITTEMP and MCOO within their own area of expertise or WFF. Provide this data to the S-2 for consolidation into a joint staff product for planning. While this may be difficult to achieve based on staff experience and available time, an IPB meeting of some sort should be conducted. The S-2 could develop (as part of the unit SOP) an IPB "input required" checklist for other WFFs that is provided during the IPB meeting that helps focus the other staff / WFFs. 
- The XO should guide the staff in accomplishing the following four actions: define the operational environment, describe environmental effects on operations, evaluate the enemy, and determine enemy COAs.
- Know the commander's IPB focus. His desired focus and your assistance in initial IPB are critical. All staff sections should take the time to become knowledgeable of the intelligence WFF. FM 2-19.4, *Brigade Combat Team Intelligence Operations* and FM 2-01.3 *Intelligence Preparation of the Battlefield* are excellent references. 

- In order for the staff to successfully accomplish IPB and assist the commander with decision making, as a minimum, they should:
  - Use HHQ intelligence products as much as possible
  - Identify gaps in intelligence
  - Develop a MCOO and show and explain the impact of terrain, and identifying key terrain along key routes, at the objective, and around the Forward Operating Base (FOB), if applicable
  - Brief the effects of weather on the unit and the enemy at critical times during the planned operation; understand that weather impacts different type units in different ways; a maneuver headquarters' IPB products may not address specific information your unit requires for planning
  - Identify high-value targets (HVT)
  - Develop IPB templates
  - Develop initial event templates
  - Develop an initial intelligence collection plan; during this early step in the MDMP, this may be no more than leveraging HQ controlled collection assets against HHQ tasked collection requirements
  - Update facts and verify assumptions

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- Pre-made briefing charts for weather and terrain can save time. They should be visual and show and explain the effects of weather and terrain on the unit and the enemy at critical times during the operation.
- Go back to the commander's initial guidance. If he decided that the MDMP process must be abbreviated, then it follows that the IPB process must be abbreviated as well, as discussed in FM 2-01.3. 
- You must rapidly determine anticipated decision (information) requirements and look for the S-2 Section to develop supporting IPB products as a priority (a MCOO, for instance, may not be a priority product).
- The Operations Section should include a wind speed / direction arrow on all operational maps.
- Only brief information that is perceived to impact the operation. If the commander prefers digital (e.g. Powerpoint) briefing formats, ensure a disk is kept with the TACSOP so the staff doesn't have to recreate products.
- Have a capabilities template already completed and use it to visually highlight those types of enemy units and weapons systems that will have the greatest impact on the operation. Standardizing running estimate formats for each WFF streamlines this process.
- Develop and submit a list of HVTs related to their WFF. Each is the SME in their WFF and should have a good mindset for what would be good HVTs in their respective WFF. These should be collected by the S-2 and used for the initial targeting meeting during Mission Analysis.
- Staff members should spell out / explain acronyms and abbreviations. The CP library should have copies of FM 1-02 and JP 1-02. 
- The staff should compare enemy systems with like friendly systems to better explain capabilities. This should be done by each WFF, not just the S-2.



## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Be prepared to brief the specifics of each enemy system in your WFF by reviewing data contained in the *World Wide Equipment Guide*. If you do not have this guide, get one, and include it in the CP library.



Many of the questions that arise as part of enemy evaluation can be anticipated. The staff procedures for handling them should be identified in the unit TACSOP.



Provide the S-2 input on their analysis of their enemy counterpart. Put on your "Red Hat" for your WFF.



The Operations Section should put up an enlarged map or cartoon so all, especially the commander, can clearly see the impact of enemy activity on the friendly operation. This should be different than the planning map.



The staff should brief task and purpose of enemy units in the order that may be seen in the planned operation. There should be a method to the briefing . . . from LD to LOA, by specific unit or by battlefield geometry (Disruption Zone, Battle Zone, Support Zone). Be careful here. OPFOR tactical tasks and purposes are different from U.S. doctrinal tactical tasks and purposes, as are insurgent tasks, etc.



Set a specific time to have input to the S-2. Using a product from each WFF / staff section that addresses specific section / WFF concerns during IPB will streamline this process. A "reverse" WFF worksheet is recommended.



Check to see that any identified gaps in intelligence are used to establish initial IR and RFIs, and become part of the targeting process.



While the definition of key terrain is constant, each staff member may view key terrain differently as it impacts their WFF. Regardless, the input is needed to assist in the development of the unit's key terrain. Key terrain for the unit is based on an assessment as to that terrain that provides a marked advantage to whoever possesses it.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



The unit's enemy SITTEMP is only as good as the input from each staff member in relation to their WFF. Monitor and enforce the requirement.



Check to see if the initial IPB products are those products that the commander directed to be produced. Check to see if they are relevant to the commander's decision requirements.



Overlaying all enemy COA graphics on top of each other and identifying where the enemy COAs are different and then labeling these as named areas of interest (NAI), provides a document that aids the S-2 in determining which COA the enemy has adopted. This is the basis for the Event Template.



The commander will want a leader / staff reconnaissance as early as possible to confirm or deny initial assessments. Be ready. The staff, and the commander are dependent on others for updates on the enemy. Ask yourself . . . who are they (brigade and division command posts, companies, adjacent units, MP units, civil affairs units, civilian authorities)? Know how they can be contacted. Identify where these sources are located.



COA detail is critical. Make sure the S-2 provides an enemy COA that is sufficiently detailed for the commander to use during the unit's *COA Development* (COA-D). Have a "red" smart book handy. Think in terms of IPB products that support the commander and the staff and are essential to estimates, targeting, and decision making.



At the end of initial IPB, at a minimum, expect to see the MCOO, enemy SITTEMPS, an HVT list, and any gaps in intelligence.



The amount of products the S-2 and staff can produce are determined by three things: The amount of time available for Mission Analysis, the amount of personnel in each section that can be devoted to IPB tasks, and the experience / training levels of specific staff sections. The S-2 is the "long pole in the tent." Historically, the S-2 at unit level is the least trained officer on the staff. While he might have school training, he might not have tactical experience and vice-versa. Ensure the XO / commander gives good guidance to the S-2 as to how they want him to allocate his time.

### Mission Analysis (cont.)

#### Helpful Tips (cont.)

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



Historically, in a time constrained environment (it's always a time constrained environment for the S-2 during *Mission Analysis*), the S-2 should devote his time to developing a set of SITTEMPs for the enemy along with associated HVT lists, good assessments of enemy capabilities (with strong input from other staff / WFF sections) and when time permits, terrain and weather effect products. A MCOO must be done prior to beginning COA-D but might not be required for the Mission Analysis Briefing.

**Notes:**

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## Mission Analysis (cont.)

**Task: Determine Specified, Implied, and Essential Tasks**

### *“Task Snapshot”*

## Mission Analysis

### Process Tasks

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|---|---|
| <ol style="list-style-type: none"> <li>1. Analyze the Higher Headquarters’ Plan or Order</li> <li>2. Perform Initial IPB</li> <li><b>3. Determine specified, implied, and essential tasks</b></li> <li>4. Review available assets and identify resource shortfalls</li> <li>5. Determine constraints</li> <li>6. Identify critical facts &amp; develop assumptions</li> <li>7. Begin risk management</li> <li>8. Develop initial CCIR &amp; EEFI</li> </ol> | <ol style="list-style-type: none"> <li>9. Develop initial R&amp;S Synchronization tools</li> <li>10. Develop initial R&amp;S Plan</li> <li>11. Update plan for use of available time</li> <li>12. Develop initial themes &amp; messages</li> <li>13. Develop a proposed problem statement</li> <li>14. Develop proposed mission statement</li> <li>15. Present mission analysis briefing</li> <li>16. Develop and issue initial commander’s intent</li> <li>17. Develop and issue initial planning guidance</li> <li>18. Develop COA evaluation criteria</li> <li>19. Issue warning order #2</li> </ol> |
|---|---|

- ✓ Specified in higher order
  - ✓ Implied are required but not in higher order
  - ✓ Determine primary stability tasks
  - ✓ Essential are mission success dependent

## Mission Analysis (cont.)

### Task: Determine Specified, Implied, and Essential Tasks

#### Actions That Must Occur

Check them off as you go.

The commander and staff analyze the HHQ order to determine specified, implied, and essential tasks for their area of expertise / responsibility.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

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

#### Results That Should Occur

Check them off as you go.

Specified tasks.

Implied tasks.

Essential tasks.

OIL

#### Helpful Tips

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

In the context of operations, a task is a clearly defined and measurable activity accomplished by Soldiers, units, and organizations that may support or be supported by other tasks. Remember, the "what" of a mission statement is always a task. The manner of how well the "what" is defined becomes the basis for the use of design.

Be able to differentiate between types of tasks: a specified task is a task specifically assigned to a unit by its HHQ. An implied task is a task that must be performed to accomplish a specified task or mission but is not stated in the HHQ order. An essential task is a specified or implied task that must be executed to accomplish the mission and must be addressed in the unit mission statement.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Paragraphs 2 and 3 of the HHQ order state specified tasks. Some specified tasks may also be found in paragraphs 4 and 5, annexes, overlays, and orally during collaborative planning sessions or in directives from the higher commander.



Look for implied tasks during your analysis of the HHQ order, the enemy situation, the terrain, and civil considerations. Don't overlook the possibility of finding implied tasks when you analyze the doctrinal requirements for a specified task.



Understand the requirements and purpose of all tasks, whether selected as specified or implied, or deemed essential. Remember, every task you identify (specified or implied) will eventually become a task that must be addressed during COA-D and assigned to a subordinate element. A good list should be maintained and displayed in the CP.



Check the mission statement. Pay particular attention to stability tasks. While some may be specified, commanders and staffs should also consider the primary stability tasks found in FM 3-07 (*Stability Operations*) as sources for implied tasks. Because of the complexity and numbers of tasks associated with stability operations, HHQ generally leave the mission task vague and require subordinate elements to "fish out" the tasks required of them within their AO to support the HHQ mission.



Every staff section should submit specified and implied tasks, even if they are not used in the staff process to get them familiar with the process. Understand that essential tasks are "essential" to the entire unit, not just your individual section and are required to successfully accomplish the tasks assigned to them.



One method is for the Operations Section to list them on one chart and checked as to "S," "I," or "E". Also have them reference the "S," "I," or "E" tasks from the HHQ order by annex, page, and paragraph number. The S-3 should perform a "sanity check" on them and check for duplicates before they make it to the chart and the eyes of the commander. Typically, a consolidated specified, implied, and essential task list is easier to brief and eliminates duplication. The chart should identify where the task was found and who on the staff identified it.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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


Be aware of the potential for confusing “constraints” with specified tasks.



Check task wording to ensure the task action verb clearly says what the commander wants, e.g. destroy or defeat, secure or seize. General phrasing like: “major muscle movements”, “tucked in”, “hung-up”, “wipe out”, “mop up”, etc. can lead to confusion. Use doctrinal terminology.

Detail in the TACSOP where all tasks may be found.

Do not include standard tasks such as feeding the Soldiers, refueling vehicles, performing maintenance. These are SOP items and not included in the task list.

#### Notes:

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## Mission Analysis (cont.)

**Task: Review Available Assets and Identify Resource Shortfalls**

### *“Task Snapshot”*

## Mission Analysis

### Process Tasks

1. Analyze the Higher Headquarters' Plan or Order
2. Perform Initial IPB
3. Determine specified, implied, and essential tasks
4. **Review available assets and identify resource shortfalls**
5. Determine constraints
6. Identify critical facts & develop assumptions
7. Begin risk management
8. Develop initial CCIR & EEFI
9. Develop initial R&S Synchronization tools
10. Develop initial R&S Plan
11. Update plan for use of available time
12. Develop initial themes & messages
13. Develop a proposed problem statement
14. Develop proposed mission statement
15. Present mission analysis briefing
16. Develop and issue initial commander's intent
17. Develop and issue initial planning guidance
18. Develop COA evaluation criteria
19. Issue warning order #2

- ✓ Additions & deletions to current task organization
- ✓ Support relationships
- ✓ Composition, disposition & capabilities
- ✓ Civilian, NGO, etc.
- ✓ ID shortfalls

## Mission Analysis (cont.)

### Task: Review Available Assets and Identify Resource Shortfalls

#### Actions That Must Occur

Check them off as you go.

The commander and staff review available assets for their area of expertise and/or responsibility and examine additions to and deletions from the current task organization, their status (current capabilities and limitations), support relationships, and to determine additional resources needed for mission success.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.


Commander

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

#### Results That Should Occur

Check them off as you go.


Assessment of troop-to-task relationship.

Current capabilities and limitations of available assets.

Early identification of major resource shortfalls based on perceived mission and current task organization.

#### Helpful Tips

OIL

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

Resource shortfalls must be derived by a thorough understanding of the mission and your unit's part in it. If you are travelling five hundred miles and you only have organic fuel carrying capacity to sustain the unit for three hundred miles, there is a resource shortfall. If you must attack an objective and there is a river between you and the objective and you have no bridging assets, there is a resource shortfall. If you have fifteen tasks and you don't think you have the manpower to do adequate troop to task, this is not a resource shortfall and must be war-gamed to identify if, and how many, additional assets you require. If you "think" you need an additional twelve Iridium phones, this is not a resource shortfall and must be war-gamed.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Remember, this is the first formal look at assets available versus tasks required, a more detailed analysis will come during COA-D and will be finalized during *COA Analysis* (COA-A).



The S-3 should work with the staff to develop an assets available (by WFF) chart. When current, it is a useful planning tool throughout the MDMP. Develop a unit "standard" for portraying assets. Insist on early development.



The S-3 should examine additions to, and deletions from, the current task organization, support relationships, and status (current capabilities and limitations) of all units. Remember, pay particular attention to any deviations that are made to the normal task organization and highlight additions or deletions to the S-3.



Remember, while the unit will fight two levels down (platoons), they should also list all combat multipliers (Sniper Section / teams, FIST / FO teams) as assets. They tend to be forgotten if not visibly listed. Design asset charts to allow for the addition of attached / operational control (OPCON) units. Asset monitoring and update is a job for the entire staff.



Using icons for elements two-levels down and specialty units that are even smaller is a great way to ensure a quick transition to *COA Development and Analysis*.



Use "Decision Support Graphics" (Fig. D-7, *FM 1-02*) as you depict assets. This will become useful in *COA Development*.



The S-3 should review the assets chart and verify that it reflects what is really in, or available to, the unit.



The S-3 should conduct a task analysis by carefully considering relationships among essential, specified, and implied tasks, and between them and available assets. He should compare assets to tasks, and determine shortage deltas, if any. If there is a perceived need for additional resources, the S-3 should prepare the list, and be prepared to determine, through the war-game, if it needs to be submitted to brigade.




## Mission Analysis (cont.)

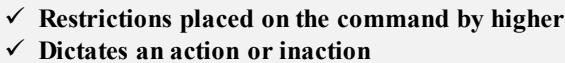
### Task: Determine Constraints

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. **Determine constraints**
  6. Identify critical facts & develop assumptions
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  10. Develop initial R&S Plan
  11. Update plan for use of available time
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  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- 
- ✓ Restrictions placed on the command by higher
  - ✓ Dictates an action or inaction

## Mission Analysis (cont.)

### Task: Determine Constraints

#### Actions That Must Occur

Check them off as you go.

The commander and staff analyze the HHQ order to identify constraints, both requirements (must do's) and prohibitions (can't do's), which may restrict freedom of action in their respective areas of expertise and/or responsibility.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

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

#### Results That Should Occur

Check them off as you go.

List of constraints.

Understanding of all constraints.

#### Helpful Tips

OIL

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

A higher commander normally places some constraints on subordinate commanders. You and the staff help the commander identify and understand these constraints.

While constraints are primarily found in paragraph 3 of the OPORD, annexes to the order may also contain some (e.g. the operations overlay containing a restrictive fire line or a no fire area). They may also be issued orally, in WARNOs, and policy memoranda.

Be a critical reviewer and carefully look at what the unit must do and how restrictions impact. Then, determine what the unit cannot do.

Always check Annex C (Operations) for possible constraints, e.g. a restrictive fire line or no fire area.



## Mission Analysis (cont.)

### **Task: Identify Critical Facts and Develop Assumptions**

### *“Task Snapshot”*

## Mission Analysis

### Process Tasks

1. Analyze the Higher Headquarters’ Plan or Order
2. Perform Initial IPB
3. Determine specified, implied, and essential tasks
4. Review available assets and identify resource shortfalls
5. Determine constraints
6. **Identify critical facts & develop assumptions**
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17. Develop and issue initial planning guidance
18. Develop COA evaluation criteria
19. Issue warning order #2

- ✓ **Commanders and staffs gather facts and develop assumptions as they build their plan.**
- ✓ **Facts concerning the operational and mission variables serve as the basis for developing situational understanding.**
- ✓ **In the absence of facts, the commander and staff consider assumptions from their higher headquarters.**
- ✓ **Having assumptions requires commanders and staff to continually attempt to replace those assumptions with facts.**
- ✓ **The commander and staff should list and review the key assumptions on which fundamental judgments rest throughout the MDMP.**



## Mission Analysis (cont.)

### Task: Identify Critical Facts and Develop Assumptions

#### Actions That Must Occur

Check them off as you go.

- The commander and staff analyze the HHQ order to identify critical facts and develop assumptions in their respective areas of expertise and / or responsibility to fill perceived gaps in guidance.
- The staff lists all appropriate assumptions received from HHQ, states expected conditions over which the commander has no control but which are relevant to the plan, and lists conditions that would invalidate the plan or its concept of operations.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- Staff / Other \_\_\_\_\_

#### Results That Should Occur

Check them off as you go.

- List of critical facts and assumptions.

OIL

#### Helpful Tips

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

- Pay particular attention to facts concerning the mission variables of METT-TC, as they will be the basis for developing situational understanding, continued planning, and assessing progress during preparation for and execution of operations.
- Appropriate assumptions used during planning have two major characteristics: they are likely to be true, and they are essential to continue planning.
- Use assumptions carefully. Ensure they are not based on preconceptions, bias, false historical analogies, or simple, wishful thinking.
- Be on the lookout for unstated assumptions.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Continuously question the assumptions that have been made to ensure they are still valid throughout the planning and operations process. Check to see that:



Assumptions are logical, realistic, and considered likely to be true



There are not too many assumptions



That branches and sequels are developed for key assumptions that may prove false



Remember, an unstated assumption may prove more dangerous than a stated assumption proven wrong.



In the absence of facts, consider assumptions from the higher headquarters and then develop your own assumptions for continued planning. Assumptions can relate to any mission variable.



The staff gathers two categories of information concerning assigned tasks—facts and assumptions.



The Operations Section should serve as the single point of contact responsible for collecting, documenting, sanity checking, and distributing all RFIs. As RFIs are returned to the unit, they should share the answers by reviewing them with the entire staff (not just the section who initiated the RFI).



In terms of actions to be taken, work to:



First, identify those pieces of information concerning the situation at hand that are “known” (factual) regarding such things as enemy and friendly disposition, troop strengths, etc.



Second, identify assumptions that have been received from HHQ.

Look again at the assumption definition. Making a supposition about the present and pre-supposing the future are difficult tasks. For each piece of information, ask yourself . . . can it be assumed true without proof, and does the commander need it to understand the situation and make a decision on a COA? The staff should state those expected conditions over which the commander may have no control, but which are relevant to the plan, and list the conditions that may invalidate the plan or its concept of operations.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Third, the staff should identify the information needed to convert assumptions into facts and submit them back as IR. Note: This is a critical task because as the commander gathers information to make a decision, he may designate the IR as one or more of his CCIR. |
| <input type="checkbox"/> | Fourth, after the staff determines IRs that involve the enemy and the environment and they are approved, get them to the S-2, who in turn may incorporate them into the initial Collection Plan.   |
| <input type="radio"/>    | Replace assumptions with facts as soon as possible.  |

**Notes:**

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## Mission Analysis (cont.)

### Task: Begin Risk Management

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

1. Analyze the Higher Headquarters' Plan or Order
2. Perform Initial IPB
3. Determine specified, implied, and essential tasks
4. Review available assets and identify resource shortfalls
5. Determine constraints
6. Identify critical facts & develop assumptions
7. **Begin risk management**
8. Develop initial CCIR & EEFI
9. Develop initial R&S Synchronization tools
10. Develop initial R&S Plan
11. Update plan for use of available time
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15. Present mission analysis briefing
16. Develop and issue initial commander's intent
17. Develop and issue initial planning guidance
18. Develop COA evaluation criteria
19. Issue warning order #2

- ✓ Identifying, assessing, and mitigating risks
- ✓ Making decisions that balance risk costs with mission benefits

## Mission Analysis (cont.)

### Task: Begin Risk Management

#### Actions That Must Occur

Check them off as you go.

The commander and staff, overseen by the S-3 (or protection cell if the unit has one), conduct risk management for their respective areas of expertise and / or responsibility, identifying hazards and making an initial assessment of the risk level for each hazard.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

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

#### Results That Should Occur

Check them off as you go.

Hazards associated with the operation.

Initial assessment of risk.

#### Helpful Tips

OIL

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

The XO, the commander, and staff must assess risk whenever hazards are identified. They cannot wait until a set point in the planning cycle.

In the past, the Army separated risk into two categories, tactical risks and accidental risks. Current doctrine (FM 5-19, *Composite Risk Management*) requires that commanders and staffs pursue step 1, "Identify Hazards," using the factors of METT-TC.





Be familiar with the five steps of risk management (FM 5-19): identify hazards; assess hazards; develop controls and make risk decisions; implement controls; supervise and evaluate.

The S-3, (or the protection officer if there is a protection cell) in coordination with the safety officer integrates risk management into the MDMP.

### Mission Analysis (cont.)

#### Helpful Tips (cont.)

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

- Exercise caution . . . this is a step that is easily overlooked, either accidentally or intentionally.
- The staff should identify the hazards that may be encountered during a mission. A hazard is a condition with the potential to cause injury, illness, or death of personnel, damage to or loss of property, or mission degradation. If you use a *Mission Analysis Worksheet*, ensure "identify risks" is included and the form is returned to the S-3 / protection officer in a timely enough manner to allow consolidation.
- For each hazard identified, ensure that staff members determine its direct impact on the operation.
- Initial risk determination is characterized by both the probability and severity of a potential loss that may result from the presence of an adversary or a hazardous condition.
- Risk assessment must be controlled and supervised. Someone should do that and annotate it in the TACSOP / PSOP.
- Ensure the use of the *Risk Management Worksheet*, DA Form 7566, to track the process of hazards and risks. 
- Each staff element should submit their sample risk assessment with only hazards and initial risk level filled out.
- The staff's advice to the commander is key. He will have to make decisions that balance risk costs with mission benefits.

**Notes:**

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## Mission Analysis (cont.)

**Task: Develop Initial Commander's Critical Information Requirements and Essential Elements of Friendly Information**

### *“Task Snapshot”*

## Mission Analysis

### Process Tasks

1. Analyze the Higher Headquarters' Plan or Order
2. Perform Initial IPB
3. Determine specified, implied, and essential tasks
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5. Determine constraints
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15. Present mission analysis briefing
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17. Develop and issue initial planning guidance
18. Develop COA evaluation criteria
19. Issue warning order #2

- ✓ Identifies gaps in information
- ✓ Situation dependent
- ✓ Commander and selected staff meet prior to the mission analysis brief to approve the initial CCIRs and EEFI



## Mission Analysis (cont.)

**Task: Develop Initial Commander's Critical Information Requirements and Essential Elements of Friendly Information**

### Actions That Must Occur

Check them off as you go.

- The staff develops information requirements and nominates (to the commander) those of sufficient importance that may need to become commander's critical information requirements.
- The commander considers these nominations and designates CCIR. The staff identifies and nominates essential elements of friendly information.

### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- Staff / Other \_\_\_\_\_

### Results That Should Occur

Check them off as you go.

- Information requirements list.
- Recommended inputs to CCIR.
- Initial essential elements of friendly information (EEFI) list.

### Helpful Tips

**OIL**

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

- CCIR are situational dependent and specified by the commander for each operation.
- Commanders should continuously review CCIR during the planning process and adjust them as situations change.
- While EEFI are not CCIR, they have the same priority.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



It is necessary that the commander and selected staff meet prior to the *Mission Analysis* brief to approve initial CCIR. This becomes a critical task to accomplish early in planning to assist the staff in developing the initial Intelligence Synchronization Plan and the subsequent Collection Plan. Understand that IRs are prioritized during the initial targeting meeting. As CCIR are reviewed, plan the targeting meeting in the process and annotate the time line to require staff sections to submit their HVT list to the S-2 in a timely manner.



Look for information that will help the commander visualize the battlefield and better determine or validate COAs. CCIR are always tied to a decision the commander must make.



The key question is, "What does the commander need to know in a specific situation to make a particular decision in a timely manner?"



Use the following information bullets about CCIR to refresh yourself regarding the task at hand:



Specified by the commander for each operation



Applicable only to the commander who specifies them



Situation-dependent—directly linked to current and future missions



Directly affect the success or failure of the mission



Most often arise from IPB, targeting and war-gaming



Result from the analysis of IR in the context of the mission and commander's intent



Focused on predictable events or activities



Time-sensitive (answers must be immediately reported to the commander by any means available)



Always disseminated by an order or plan. (During planning, CCIR are disseminated by WARNOs. During preparation and execution, changes to CCIR are disseminated by FRAGOs.)



Are there key elements of information commanders require, to support decisions they anticipate? (CCIR also help screen the type and amount of information reported directly to the commander.)




Help focus the efforts of subordinates and staff, assist in the allocation of resources, and assist staff officers in making recommendations

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- Help the commander filter information available by defining what is important to mission accomplishment
- Focus on information needed to determine which COA to choose. (During preparation and execution, CCIR focus on information needed to validate the selected COA or determine when to initiate critical events, such as a branch or sequel.)
- Potentially inclusive of the latest time information is of value (LTIOV) to indicate time sensitivity
- Inclusive of PIR and FFIR (CCIR must be focused enough to generate relevant information)
- Because CCIR directly affect the success or failure of a mission, you and the staff must clearly communicate on information that will help the commander make a time-sensitive decision in a specific situation.
- Know what information the commander deems critical. As information requirements are developed, some will be important enough to be nominated as CCIR.
- The commander should limit CCIR to ten or fewer. Too many will reduce the staff's comprehension. Three-to-five is best. 
- Use pre-made charts to list PIR and FFIR recommended as proposed CCIR. Expect PIR to change based on how much is known about the enemy.
- Check, double-check, then re-check HHQ CCIR. Situational changes may dictate changes to CCIR.
- The Operations Section should post the latest CCIR at each radio-telephone operator (RTO) station and ensure each RTO is familiar with them. They are often the first to receive information.
- Review CCIR's during lulls in the battle and always during battlefield update briefs (BUB) and shift change briefs.
- Initially, CCIR will aid you in selecting a COA, but later, CCIR should shift to information the commander needs to make decisions during execution.





## Mission Analysis (cont.)

**Task: Develop Initial Reconnaissance and Surveillance Synchronization Tools**

### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters’ Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
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  11. Update plan for use of available time
  12. Develop initial themes & messages
  13. Develop a proposed problem statement
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander’s intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Identifies requirements and intelligence gaps.
- ✓ Evaluates available assets (internal and external) to collect information.
- ✓ Determines gaps in the use of those assets.
- ✓ Recommends those reconnaissance and surveillance assets controlled by the organization to collect on the IRs.
- ✓ Submits requests for information for adjacent and higher collection support.
- ✓ Submits information gathered during reconnaissance and surveillance synchronization to the G-3 (S-3) for integrating and developing the reconnaissance and surveillance plan.

## Mission Analysis (cont.)

### **Task: Develop Initial Reconnaissance and Surveillance Synchronization Tools**

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

Check them off as you go.

- The commander and staff review key activities (IPB, development of running estimates, development of targeting requirements) to create numerous information requirements.
- The commander and staff then prioritize, manage, and develop a synchronization plan to collect on those IRs. Reconnaissance and surveillance synchronization ensures commander's requirements drive reconnaissance and surveillance activities.

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

Check as your SOP may dictate. Add where appropriate.

- Commander
- Staff / Other \_\_\_\_\_

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

Check them off as you go.

- Initial intelligence synchronization tools.
- Identification of initial requirements and intelligence gaps.
- Evaluation of available assets (internal and external) to collect information.
- Gaps in the use of those assets.
- Recommended organization controlled assets to collect on IRs.
- RFIs for adjacent and higher collection support.

#### **Helpful Tips**

**OIL**

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

- Reconnaissance and surveillance synchronization is a key integrating process that contributes to the prioritization, management, and development of a plan to collect on IRs.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- Reconnaissance and surveillance synchronization is critical to ensure all available information concerning the enemy, terrain and weather, and civil considerations is obtained through intelligence reach, RFIs, and collection tasks and supports successful reporting, production, and dissemination of relevant information and intelligence to support decision making.
  
- As a rule, based on the commander's guidance, the staff, led by the S-2, determines the best way of satisfying IRs. In some cases the S-2 may recommend that internal reconnaissance or surveillance assets be used to collect information.
  
- Often, IRs can be satisfied through research of open sources, including books, magazines, encyclopedias, web sites, and tourist maps. Academic sources, such as articles and university personnel may provide critical information. Civil consideration IRs (culture, language, history, current events, and actions of government) may be answered as easily as using open sources.
  
- The intelligence staff section should continue to refine the reconnaissance and surveillance synchronization tools throughout the MDMP finally resulting in their inclusion in ANNEX L (Reconnaissance and Surveillance).
  
- The finalized intelligence synchronization matrix will include organic collection assets as well as HHQ capabilities along with tasked and proposed collection responsibilities.

**Notes:**

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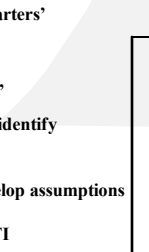
## Mission Analysis (cont.)

**Task: Develop Initial Reconnaissance and Surveillance Plan**

### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters’ Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
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  16. Develop and issue initial commander’s intent
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  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Ensures all available information concerning the enemy, terrain, weather, and civil considerations is obtained through intelligence reach, RFIs, and reconnaissance and surveillance tasks
- ✓ Develop the R&S plan by developing—
  - The R&S tasking matrix
  - The R&S overlay
  - The R&S scheme of support
  - Issue order (warning, operation, or fragmentary order)

## Mission Analysis (cont.)

### Task: Develop Initial Reconnaissance and Surveillance Plan

#### Actions That Must Occur

Check them off as you go.

- Develop the Reconnaissance and Surveillance Plan by developing the collection tasking matrix, reconnaissance and surveillance overlay, and collection scheme of support.
- The S-3 leads the staff through collection integration to task available reconnaissance, and surveillance assets to satisfy IRs identified in the initial collection synchronization matrix.
- The S-3 issues a tasking order (WARNO, OPORD, or FRAGO).

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- S-2 Officer
- S-3 Officer
- Staff / Other \_\_\_\_\_

#### Results That Should Occur

Check them off as you go.

- Initial collection tasking matrix.
- Reconnaissance and surveillance overlay.
- Collection scheme of support.

#### Helpful Tips

OIL

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

- The initial Reconnaissance and Surveillance Plan is crucial to begin or adjust the collection effort to help answer IRs identified during reconnaissance and surveillance synchronization. It sets surveillance and reconnaissance in motion.



## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- Upon completion of planning (after COA decision), the initial Reconnaissance and Surveillance Plan becomes the Annex L (Reconnaissance and Surveillance) of the OPORD.
- This is a difficult task, and requires continuous supervision and monitoring. There are three steps to the information collection process (plan requirements and assess collection, task and direct collection, and execute collection) and the S-3 must guide the staff through each of them. During mission planning, the staff will need to first determine the information requirements, then develop a collection plan, and finally implement the collection plan through specific taskings or requests for collection. During mission execution, the S-2 will disseminate intelligence, combat information, and targeting data. The S-2 will then evaluate reporting from collection assets. Finally, the S-2 and S-3 will update collection planning to ensure synchronization with current operations.
- The collection planning process is sequential and driven by IPB. The staff should pursue parallel planning to save time.
- The S-2 should report gaps in the intelligence effort and determine what assets are available to collect against those gaps.
- Consider using a pre-formatted WARNO or FRAGO. This also saves time.
- The S-3 should execute FRAGOs that task collection assets to collect information on identified gaps.
- The FSO, S-2, and S-3 should coordinate to synchronize fire support with collection plans, especially where named areas of interest (NAI) could become target areas of interest (TAI).
- Consider the development of reconnaissance and surveillance planning teams.
- The staff should know what the commander expects in the initial collection plan. Go back to the unit TACSOP. It should be there, so point that out to others.

### **Mission Analysis (cont.)**

#### **Helpful Tips (cont.)**

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

Don't overlook troop leading procedures. Reconnaissance elements require planning time, too.

The initial and final Collection Plan are not just S-2 products. The S-3 is the staff proponent and requires assistance from the S-2 and uses the Collection Plan to task and direct available reconnaissance and surveillance assets.



Remember, during Mission Analysis, a plan for the operation has not been developed. All collection tasks that are going to be addressed in the initial Collection Plan will be based on collection taskings from the HHQ and to answering questions that have arisen during *Receipt of Mission* and *Mission Analysis*.

**Notes:**

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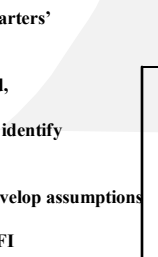
## Mission Analysis (cont.)

### Task: Update Plan for the Use of Available Time

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
  9. Develop initial R&S Synchronization tools
  10. Develop initial R&S Plan
  - 11. Update plan for use of available time**
  12. Develop initial themes & messages
  13. Develop a proposed problem statement
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander's intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Time needed to accomplish essential tasks
- ✓ Compare operational time line w/ enemy time line
- ✓ Determine windows of opportunity
- ✓ Briefings
- ✓ Collaborative planning sessions
- ✓ Rehearsals

## Mission Analysis (cont.)

### Task: Update Plan for the Use of Available Time

#### Actions That Must Occur

Check them off as you go.

- The commander and XO:
- Refine the initial plan for the use of available time and compare the time needed to accomplish essential tasks to the HHQ time line to ensure mission accomplishment is possible in the allotted time.
- Compare the time line to the enemy time line developed during IPB to determine windows of opportunity for exploitation or times when the unit will be at risk from enemy activity and projected time lines within the civil sector regarding how conditions are anticipated to unfold.
- Know when, where, and how briefings resulting from the planning process will be conducted, if they will use collaborative planning sessions (if so, when and on what network), and when, where, and in what form they will conduct rehearsals.
- Work with liaison officers (LNO) to stay abreast of changes at the unit.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- XO

#### Results That Should Occur

Check them off as you go.

- Revised time line.
- Times of collaborative planning sessions and the medium over which they will take place.
- Briefing schedules (subject, time, and location of briefings the commander requires).
- Rehearsal information (times, locations, and form).



## Mission Analysis (cont.)

OIL

### Helpful Tips

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



The XO is the time line manager.



The task at hand is to refine the initial plan based on what you now know as available time. Check the time you need to accomplish essential tasks, compare to the HHQ time line, and if mission accomplishment in the allotted time is not possible, discuss with the commander.



The S-2 should provide you the enemy's time line. Compare your time line with his, and determine the windows of opportunity for possible unit exploitation or times the unit may be at risk from enemy activity. The enemy time line is an excellent thing to have displayed. It will help the commander and staff during *COA Development and Analysis*.



Develop interim times for checking the progress of each staff section and the development of products. Set specific times for each sub-task (e.g. times for all staff input to the S-2 for IPB, well prior to the MA brief, to allow consolidation and synchronization).



Put brigade, battalion, and enemy critical events, including preparatory tasks, back briefs, and rehearsals, on a time chart in the CP. Identify when the commander will not be there and that there is a start and end time for each event. Define the battle rhythm and maintain it on a chart for all to see. Some units have gone as far as to place the HHQ and their own battle rhythm on a "CP clock."



Use every possible technique to maximize staff and subordinate element planning time, e.g., LNOs, FRAGOs, timely guidance, use of the 1/3 – 2/3 rule, etc.



Strive to give your subordinates more planning time. Modern information planning techniques and collection capabilities may enable you to obtain more of a 1/5 – 4/5 planning ratio rather than the 1/3 – 2/3 planning ratio.



Stress backward planning. It will help eliminate planning oversights.



Announce up-coming events well ahead of time.



## Mission Analysis (cont.)

### Task: Develop Initial Themes and Messages

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
  9. Develop initial R&S Synchronization tools
  10. Develop initial R&S Plan
  11. Update plan for use of available time
  - 12. Develop initial themes & messages**
  13. Develop a proposed problem statement
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander's intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Identify and engage those actors that matter to their operational success.
- ✓ Expresses the purpose for military action.
- ✓ Tied to objectives, lines of effort, and end state conditions. transmitted to those actors whose perceptions, attitudes, beliefs, and behaviors matter to the success of an operation

## Mission Analysis (cont.)

### Task: Develop Initial Themes and Messages

#### Actions That Must Occur

Check them off as you go.

- The commander and staff develop a set of themes and messages and desired effects for the mission.
- The S-7 (inform and influence officer) and the staff:
  - Review HHQ themes and messages,
  - Analyze the human aspects of the operational environment,
  - Determine the relevant actors
  - Build the themes and messages for their command.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- Staff/ Other \_\_\_\_\_

#### Results That Should Occur

Check them off as you go.

- A set of themes and messages.

#### Helpful Tips

OIL

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

- Commanders and their units coordinate what they say and do through the expression of the supporting themes and messages and desired effects for a specified mission. These describe the message to external stakeholders whose perceptions, attitudes, beliefs, and behaviors are relevant to the operation.
- Themes and message considerations that have been identified assist the commander in accounting for potential inform and influence tasks in bridging the gaps among existing conditions, desired conditions, and development of the operational approach.

## Mission Analysis (cont.)

<b>Helpful Tips (cont.)</b>
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Check them off as you go. If you don't do them, check that someone has.



There are many different populations and actors that will somehow connect with the current operation, so it is incumbent on the commander that they be identified and engaged to achieve operational success.



During the process of identifying actors, look for those whose actions may solve or complicate the mission challenges for the command. Gaining and maintaining the trust of key actors is an important aspect of any operation.



As commander's intent and guidance are refined throughout the MDMP, so will the themes and messages associated with them.

**Notes:**

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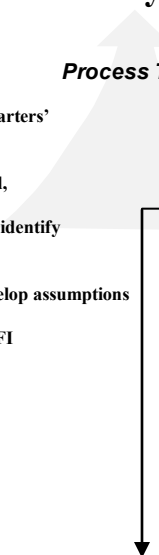
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## Mission Analysis (cont.)

**Task: Develop Proposed Problem Statement*****“Task Snapshot”*****Mission  
Analysis****Process Tasks**

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
  9. Develop initial R&S Synchronization tools
  10. Develop initial R&S Plan
  11. Update plan for use of available time
  12. Develop initial themes & messages
  13. **Develop proposed problem statement**
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander's intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

As part of the discussion to help identify and understand the problem, the staff—

- ✓ Compares the current situation to the desired end state.
- ✓ Brainstorms and lists issues that impede the commander from achieving the desired end state.
- ✓ Based on this analysis, the staff develops a proposed problem statement—a statement of the problem

## Mission Analysis (cont.)

### Task: Develop Proposed Problem Statement

#### Actions That Must Occur

Check them off as you go.

The commander, staff, and other partners develop a problem statement as part of the design process.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

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

#### Results That Should Occur

Check them off as you go.

Proposed problem statement describing the primary issue or issues that may impede the unit from achieving the desired end state.

#### Helpful Tips

OIL

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

The commander determines, at an early time, if the mission statement from HHQ is defined enough for he and the staff to develop a plan to implement the HHQ commander's intent.

If the commander determines there is insufficient guidance, he, with members of the staff and other participants, executes the design process to determine specific issues that must be addressed to allow the unit to accomplish the HHQ commander's intent within his guidance.




Design activities may not necessarily happen prior to *Mission Analysis*. If they do not happen, a problem statement must be addressed prior to *COA Development*.

The formulation of the problem leads to particular solutions. Because of this, it is imperative commanders determine the "right" problem to solve.

Ensure the problem is clearly articulated in a problem statement.

### Mission Analysis (cont.)

**Helpful Tips (cont.)**

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

If the commander is not available, members of the staff, led by the XO, may begin the design process without him.

To help identify the problem, the staff should look at the present tactical situation and compare it with the desired end state.

Brainstorming may help identify potential issues that impede the unit's successful completion of the assigned mission.

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## Mission Analysis (cont.)

### Task: Develop Proposed Mission Statement

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
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  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Who will execute the operation (unit or organization)?
  - ✓ What are the units essential tasks (tactical mission task)?
  - ✓ When will the operation begin (by time or event) or what is the duration of the operation?
  - ✓ Where will the operation occur (AO, objective, grid coordinates)?
  - ✓ Why will the force conduct the operation (for what purpose)?

## Mission Analysis (cont.)

### Task: Develop Proposed Mission Statement

#### Actions That Must Occur

Check them off as you go.

The XO or the S-3 drafts the proposed mission statement based on *Mission Analysis* to this point.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.


XO

S-3

#### Results That Should Occur

Check them off as you go.

Proposed mission statement containing the elements of who, what, when, where, and why.

OIL

#### Helpful Tips

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


Either the XO or the S-3 should review the commander's initial guidance and intent, enemy COAs (most likely and most dangerous), specified, implied, and essential tasks, available assets, constraints, risks, CCIR (PIR, FFIR), EEFI, commander's reconnaissance and surveillance guidance, the operational time line, and doctrinal approved tasks (breach, bypass, etc.).

Paying close attention to the who, what, when, where, and why dynamics of a mission statement, the XO or the S-3 should then prepare a recommended mission statement. Once completed, the recommended mission statement is incorporated into the Mission Analysis Briefing to gain the commander's approval. Double check that the correct tasks are included and the purpose for including them.



Check for staff, subordinate element, and attached element understanding of the mission.

The mission statement may have more than one essential task, e.g. if an operation is phased, there may be separate essential tasks for each phase.





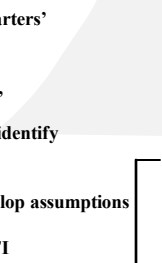
## Mission Analysis (cont.)

### Task: Present Mission Analysis Briefing

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
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  15. Present mission analysis briefing
  16. Develop and issue initial commander's intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Mission and commander's intent of HHQ two levels up
- ✓ Mission, commander's intent, concept of operation, of the headquarters one level up
- ✓ A proposed problem statement
- ✓ A proposed mission statement
- ✓ Review of the commander's initial guidance
- ✓ Initial IPB products, including civil considerations that impact the conduct of operations
- ✓ Specified, implied, and essential tasks
- ✓ Pertinent facts & assumptions
- ✓ Constraints
- ✓ Forces available and resource shortfalls
- ✓ Initial risk assessment
- ✓ Proposed information themes and messages
- ✓ Proposed CCIRs and EEFI
- ✓ Initial R&S plan
- ✓ Recommended timeline
- ✓ Recommended collaborative planning sessions

## Mission Analysis (cont.)

### Task: Present Mission Analysis Briefing

#### Actions That Must Occur

Check them off as you go.

- S-3 conducts and chairs the Mission Analysis Briefing to the commander (time permitting). *Note: The commander may forego the briefing if he obtains the Mission Analysis information from a shared database.*
- The commander issues guidance to the staff for continued planning based on situational understanding gained from the Mission Analysis Briefing.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- S-3
- Staff / Other \_\_\_\_\_

#### Results That Should Occur

Check them off as you go.

- Mission Analysis Briefing is comprised of:
  - \_\_\_\_\_ Mission and commander's intent of the headquarters two levels up
  - \_\_\_\_\_ Mission, commander's intent, and concept of operations of the headquarters one level up
  - \_\_\_\_\_ A proposed problem statement (if design is used)
  - \_\_\_\_\_ A proposed mission statement
  - \_\_\_\_\_ Review of the commander's initial guidance
  - \_\_\_\_\_ Initial IPB products including civil considerations that impact the conduct of operations
  - \_\_\_\_\_ Specified, implied, and essential tasks
  - \_\_\_\_\_ Pertinent facts and assumptions

## Mission Analysis (cont.)

### Results That Should Occur (cont.)

Check them off as you go.

- Constraints
- Forces available and resource shortfalls
- Initial risk assessment
- Proposed information themes and messages
- Proposed CCIR and EEFI
- Initial Reconnaissance and Surveillance Plan
- Recommended time line
- Recommended collaborative planning sessions

### Helpful Tips

OIL

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

- The Mission Analysis Briefing promotes a shared understanding of the requirements of the upcoming operation.
- Ideally, the commander will hold several informal meetings with key staff members before the Mission Analysis Briefing to include meetings to develop and approve CCIR, the problem statement (if design is used), the mission statement, and information themes. These meetings are very beneficial as they promote a common understanding, pass information to the staff, and issue guidance for certain activities such as reconnaissance and surveillance operations or assisting the commander with developing the initial commander's intent and planning guidance.
- The S-2 should brief the enemy Reconnaissance and Surveillance Plan. (Are there ongoing imminent enemy reconnaissance operations directed against the unit? What are the likely enemy PIR, and what are their reconnaissance objectives?)
- If sufficient time is available, the staff should brief the commander on the *Mission Analysis* that has been accomplished. While the commander can require any briefing format he chooses, careful consideration should be given to those pieces of information that will contribute to an end state where the commander, staff, and subordinates have a shared understanding of the requirements of the upcoming operation.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Each staff member should know what they are to address in the Mission Analysis Briefing. Check the unit TACSOP to see if it is up to date and covers what you know the commander expects.



The S-3 should consolidate input from the staff to ensure the briefing is "built-in" time to rehearse it before briefing the commander.



The commander expects his staff to analyze the information in the WFFs and give him the "so whats." This is the information he must key on.



Don't overlook something as simple as everyone being able to see the briefing charts.



Use terrain depiction as a centerpiece. It will always impact the mission.



The objective is to gain a briefing end state of an approved mission statement, the commander's intent, and his planning guidance. Every staff member must contribute to that end state.



Standardized charts save time. Include the chart formats and briefing methodology in the unit TACSOP / PSOP so all know what and how to brief.



Remember, while the Mission Analysis Briefing is given to the commander, it is also for the staff, as it ensures that everyone is starting from a common reference point.



Ensure a briefing environment where everyone can ask a question and does.



The staff should prepare and keep updated *Mission Analysis* worksheets either by section or WFF. They are invaluable during preparation for the Mission Analysis Briefing. They also serve as a basis for running estimates.



During the Mission Analysis Briefing or shortly thereafter, the commander will approve the problem statement, mission statement, information themes and messages, and CCIR. He then must develop and issue his initial intent and planning guidance.



### Mission Analysis (cont.)

#### Helpful Tips (cont.)

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

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Develop tools and products during *Mission Analysis* that allow easy transition into following steps of the MDMP.

If possible, the commander should provide his guidance and intent both orally and written.

Once the proposed mission statement is accepted by the commander, it becomes the unit's mission statement and should be referred to as such.

No Mission Analysis Briefing is perfect or complete. If the staff does not have adequate time to complete IPB, brief what you have within the constraints. Ensure you have managed your time and your section's time wisely and prioritize your effort based on what your commander habitually asks for and METT-TC. You will have the opportunity to brief by exception during the next MDMP briefing to the commander and staff.



**Notes:**

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## Mission Analysis (cont.)

### Task: Develop and Issue Initial Commander's Intent

#### *“Task Snapshot”*

## Mission Analysis

### Process Tasks

1. Analyze the Higher Headquarters' Plan or Order
2. Perform Initial IPB
3. Determine specified, implied, and essential tasks
4. Review available assets and identify resource shortfalls
5. Determine constraints
6. Identify critical facts & develop assumptions
7. Begin risk management
8. Develop initial CCIR & EEFI
9. Develop initial R&S Synchronization tools
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12. Develop initial themes & messages
13. Develop a proposed problem statement
14. Develop proposed mission statement
15. Present mission analysis briefing
16. **Develop and issue initial commander's intent**
17. Develop and issue initial planning guidance
18. Develop COA evaluation criteria
19. Issue warning order #2

- ✓ Based on their situational understanding, commanders summarize their visualization in their initial commander's intent statement.
- ✓ The initial commander's intent links the operation's purpose with conditions that define the desired end state.
- ✓ Commanders may change their intent statement as planning progresses and more information becomes available.
- ✓ Typically, the commander's intent statement is three (to five) sentences long.

## Mission Analysis (cont.)

### Task: Develop and Issue Initial Commander's Intent

#### Actions That Must Occur

Check them off as you go.

The commander personally develops and revises his initial intent statement and, when possible, delivers it face-to-face. (During *Mission Analysis*, the commander begins his visualization and develops his initial intent for the operation. His intent statement to the staff, which is clear and concise, provides a link between the mission and the concept of operations.)

#### 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 initial intent statement.

#### Helpful Tips

OIL

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

The commander, based on his situational understanding, summarizes his visualization in his initial intent statement.

The principal purpose of his intent is to link the operation's purpose with conditions that define the desired end state. It is not unusual for the commander's intent statement to evolve as planning progresses and more information becomes available.

The XO's role here is to focus staff planning. To do that successfully, he must talk with the commander and stress to him that his intent needs to be easily understood two echelons down, addresses the key tasks, is written if possible, and is brief (typically three-to-five sentences) and clear.

In the absence of orders, the commander's intent, coupled with the mission statement, directs subordinates toward mission accomplishment. When opportunities appear, subordinates will use the commander's intent to decide whether and how to exploit them.



## Mission Analysis (cont.)

### Task: Develop and Issue Initial Planning Guidance

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Analyze the Higher Headquarters’ Plan or Order</li> <li>2. Perform Initial IPB</li> <li>3. Determine specified, implied, and essential tasks</li> <li>4. Review available assets and identify resource shortfalls</li> <li>5. Determine constraints</li> <li>6. Identify critical facts &amp; develop assumptions</li> <li>7. Begin risk management</li> <li>8. Develop initial CCIR &amp; EEFI</li> </ol> | <ol style="list-style-type: none"> <li>9. Develop initial R&amp;S Synchronization tools</li> <li>10. Develop initial R&amp;S Plan</li> <li>11. Update plan for use of available time</li> <li>12. Develop initial themes &amp; messages</li> <li>13. Develop a proposed problem statement</li> <li>14. Develop proposed mission statement</li> <li>15. Present mission analysis briefing</li> <li>16. Develop and issue initial commander’s intent</li> <li>17. <b>Develop and issue initial planning guidance</b></li> <li>18. Develop COA evaluation criteria</li> <li>19. Issue warning order #2</li> </ol> |
|--|--|

- ✓ Must be understood by subordinates two echelons down
  - ✓ Must be brief & clear
  - ✓ In narrative or bullet form
  - ✓ Not to exceed five sentences

## Mission Analysis (cont.)

### Task: Develop and Issue Initial Planning Guidance

#### Actions That Must Occur

Check them off as you go.

The commander provides the staff with enough additional guidance (preliminary decisions) to focus their activities in planning and developing COAs. The guidance may be placed on a shared database to ensure a common base of planning effort within the unit.

#### 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 initial planning guidance.

OIL

#### Helpful Tips

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

The commander will issue planning guidance when conducting design and at specific points during the MDMP. The first time is upon receipt of, or anticipation of, a mission (initial planning guidance, such as this sub-step). Subsequently, guidance will be issued following Mission Analysis (planning guidance for *COA Development*; following *COA Development* (revised planning guidance for COA improvements), and *COA Approval* (revised planning guidance to complete the plan).

The level of guidance detail depends on situational understanding, time available, staff proficiency, and the latitude the next higher commander allows.

As commanders formulate their planning guidance, they may want to address assumptions prepared by the staff or HHQ.

Don't forget guidance that may be applicable to the unit's role in enabling other organizations and activities (joint, interagency, intergovernmental, and multinational).



## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- The guidance focuses on essential tasks, emphasizes in broad terms when, where, and how he intends to mass his combat power, and includes priorities for all combat and support elements and how he envisions their support of his concept.
- This is a task where the XO can better assist the staff by first assisting the commander.
- Since the planning environment is usually tense and most everyone is tired, the XO should ask the commander if he would mind writing out his guidance. It is generally accepted that doing this helps organize the thought process.
- Once again, the TACSOP is key. The basic content and format for the commander's guidance should be listed within. Remind the commander that it is there and the staff and subordinate commanders will refer to it to know what to expect, as a minimum, from his guidance.
- As a rule, the commander should use the elements of operational design appropriate to their situation and echelon to focus his guidance:
  - Desired end state
  - Conditions
  - Centers of gravity
  - Operational approach
  - Decisive points
  - Lines of operation and lines of effort
  - Operational reach
  - Tempo
  - Simultaneity and depth
  - Phasing and transitions
  - Culmination, and risk
- For detailed information regarding the guidelines for the commander's planning guidance carefully review ATTP 5-0.1, Table 4-1. It is particularly useful regarding WFF information specificity.







## Mission Analysis (cont.)

**Task: Develop COA Evaluation Criteria***“Task Snapshot”***Mission  
Analysis****Process Tasks**

- 
1. Analyze the Higher Headquarters' Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
  9. Develop initial R&S Synchronization tools
  10. Develop initial R&S Plan
  11. Update plan for use of available time
  12. Develop initial themes & messages
  13. Develop a proposed problem statement
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander's intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2

- ✓ Evaluation criteria are standards the commander and staff will later use to measure the relative effectiveness and efficiency of one COA relative to other COAs.
- ✓ Evaluation criteria address factors that affect success and those that can cause failure.
- ✓ Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game.
- ✓ Commanders adjust criterion selection and weighting according to their own experience and vision.
- ✓ The staff presents the proposed evaluation criteria to the commander at the mission analysis brief for approval.

## Mission Analysis (cont.)

### Task: Develop COA Evaluation Criteria

#### Actions That Must Occur

Check them off as you go.

- The XO initially determines the proposed criteria with weights based on the assessment of its relative importance and the commander's guidance.
- The commander adjusts criteria selection and weighting according to his own experience and vision.

#### Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

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

#### Results That Should Occur


Check them off as you go.

- COA evaluation criteria with evaluation metrics.

OIL

#### Helpful Tips

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

- Evaluation criteria are factors that the staff uses to measure the relative effectiveness and efficiency of one COA to other COAs after the war-game.
- The importance of evaluation criteria cannot be understated. For every conceived COA, there are "pros and cons," and arriving at what they are is a matter of having a set of criteria and metrics from which an evaluation can be made. Evaluation criteria concerns are inherent to any level of planning, and during the MDMP emerge during *Mission Analysis*. They may receive some refinement during COA Development, but must be approved prior to *COA Analysis* in order to be used effectively during *COA Comparison*. 

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



Review the problem solving process in Chapter 11 of ATTP 5-0.1 (the third step in the problem solving process is developing criteria) to better understand the need for evaluation criteria.



Maintain a mindset of problem solving. As a problem solver, you will better understand the need to develop criteria to assist in formulating and evaluating possible solutions to a problem.



As each criterion is selected / developed, ensure that it is based on facts or assumptions. The S-3 should be actively involved in this confirmation.



Staff consideration should be paid to the development of two types of criteria: screening and evaluation.



Consider these questions as you begin to determine criteria:



Does the COA facilitate flexibility? (e.g., once we reach a certain point, do we have any options remaining?)



Does the COA allow us to mass combat power on the objective area? (e.g., how many squads / platoons can we mass on the objective / engagement area?)



Does the COA facilitate good mission command? (e.g., how many / what types of units is each subordinate commander responsible for?)



How simple or complex is the COA?



How about the element of surprise? (e.g., at what point can we realistically expect the enemy to realize what we are doing?)



With maximum input from the staff, determine what criteria should be used to analyze and compare each COA. Refer back to the commander's initial guidance or what he has used as evaluation criteria for the same type of mission in the past. The staff should review the unit TACSOP for common evaluation criteria, and match them up with possible metrics to save valuable planning time. Following are some examples that should be included:




Mission accomplishment at an acceptable cost

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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

- The principles of war
- Doctrinal fundamentals for the type and form of operation being conducted
- The commander's guidance and intent
- The level of tactical risk
- Measures of performance
- Get a final sensing of the commander's criteria priorities (he should have a good idea as to how he prioritized the selected evaluation criteria), and have the staff define the selected criteria based on the doctrinal elements of: Short Title—the criterion name, Definition—a clear description of the feature being evaluated, Unit of Measure—a standard element used to quantify the criterion. Examples of units of measure are US dollars, miles per gallon, and feet, Benchmark—a value that defines the desired state, or "good" for a solution in terms of a particular criterion, Formula—an expression of how changes in the value of the criterion affect the desirability of the possible solution. State the formula in comparative terms (for example, more is better) or absolute terms (for example, a night movement is better than a day movement). This will establish how the solutions offered by each COA are affected.
- Remember, to stress clarity in defining the evaluation criteria, e.g., simplicity - number of task organization or main effort changes during the attack; speed - amount of time it takes from the LD to consolidation on the objective; Mass - amount of combat power available at the decisive point; vulnerabilities - number of enemy vulnerabilities exploited and friendly vulnerabilities exposed.
- Check for common staff understanding of the evaluation criteria. For example, the S-3 may view "ease of movement" from a maneuver point of view, while the engineer may view it primarily as trafficability. 
- Keep in mind that it is not wrong for WFF concerns to dominate a particular view of an evaluation criterion, but all views must be expressed and resolved by developing a single metric for common understanding.

## Mission Analysis (cont.)

### Helpful Tips (cont.)

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



The staff should have the mindset that every mission has a unique set of evaluation and weighting criteria, that they must be clearly defined and understood by all before war-gaming begins, and that factors addressing mission success or potentially causing mission failure must be addressed.



Ask the commander to check on the analysis process, provide guidance, and ensure that the COA still meets his intent.



Your metrics must be quantitative, not qualitative. Simplicity should be defined as "least number of subordinate commands" rather than "easiest to control."



Be very careful when determining weighting during this process. An evaluation criterion with a weight of two can remove two evaluation criteria with a weight of one. Doctrinally, weighting is not mandated. If the commander feels that a specific evaluation deserves a weight of three vice one, it should probably be the only evaluation criteria.



Try to develop your evaluation criteria in odd numbers. This will help during COA comparison and will make the process more quantitative than qualitative. An even number of evaluation criteria could result in a tie between two or more COAs. While the commander expects the staff to support their decisions with logic and their respective expertise, difficulties always arise during a tie.



It is generally a good idea for the commander to approve evaluation criteria while he is available at the Mission Analysis Briefing.

#### Notes:

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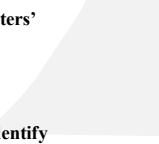
## Mission Analysis (cont.)

### Task: Issue Warning Order #2

#### “Task Snapshot”

## Mission Analysis

### Process Tasks

- 
1. Analyze the Higher Headquarters’ Plan or Order
  2. Perform Initial IPB
  3. Determine specified, implied, and essential tasks
  4. Review available assets and identify resource shortfalls
  5. Determine constraints
  6. Identify critical facts & develop assumptions
  7. Begin risk management
  8. Develop initial CCIR & EEFI
  9. Develop initial R&S Synchronization tools
  10. Develop initial R&S Plan
  11. Update plan for use of available time
  12. Develop initial themes & messages
  13. Develop a proposed problem statement
  14. Develop proposed mission statement
  15. Present mission analysis briefing
  16. Develop and issue initial commander’s intent
  17. Develop and issue initial planning guidance
  18. Develop COA evaluation criteria
  19. Issue warning order #2



**WARNO** that contains, at a minimum—

- ✓ The approved mission statement.
- ✓ The commander’s intent.
- ✓ Changes to task organization.
- ✓ The unit AO (sketch, overlay, or some other description).
- ✓ CCIRs and EEFI.
- ✓ Risk guidance.
- ✓ Priorities by warfighting functions.
- ✓ Military deception guidance.
- ✓ Essential stability tasks.
- ✓ Specific priorities.

## Mission Analysis (cont.)

### Task: Issue Warning Order #2

#### Actions That Must Occur

Check them off as you go.

S-3 Section issues a WARNO to subordinate and supporting elements immediately after the unit commander provides his guidance.

#### 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 / supporting units.

#### Helpful Tips

OIL

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

Immediately after the commander gives the planning guidance, ensure the development and issuance of a WARNO (often referred to as WARNO # 2) to subordinate and supporting units.

Once again, check the TACSOP. Everything that should be in the WARNO should be listed.

Take the WARNO to the commander for his review and approval or determination that a modification is required.




Remember, time is paramount.

At a minimum, the WARNO should contain:

\_\_\_\_\_ The approved mission statement,

\_\_\_\_\_ The commander's intent,

\_\_\_\_\_ Changes to task organization,

\_\_\_\_\_ Attachments and detachments,





## Mission Analysis (cont.)

### 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 on *Mission Analysis* 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.

There are numerous tools that are available to assist with the conduct of *Mission Analysis*. Arguably, the best is the Mission Analysis Worksheet, which has been included in this document.

**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?

## Mission Analysis (cont.)

### Some Tools That May Help

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]



# Mission Analysis (cont.)

## Some Tools That May Help

Unit MDMP Benchmark Chart

Begin MDMP Time																			
MDMP Step																			
Receive of Mission		From 1 Jan 0600	To 1 Jan 0700	Initial Guidance		Initial Timeline		WARNO 1		1 Jan 1000									
Mission Analysis		From 1 Jan 0700	To 1 Jan 1200	Reverse WFF WS to S2		Reconnaissance and Surveillance Huddles		Develop Evaluation Criteria (S/J/XO)		MA WS to S3		MA Slides Complete		MA Brief Rehearsal		WARNO 2		1 Jan 1400	
COA Development		From 1 Jan 1200	To 1 Jan 1600	Generate Options		Develop COA's		COA-D Slides Complete		COA-D Brief Rehearsal		COA-D Brief							
COA Analysis		From 1 Jan 1600	To 1 Jan 2300	Set-up Complete		War-game COA 1		WFF Draft OPOD Products Complete		1 Jan 2300									
COA Comparison		From 1 Jan 2300	To 1 Jan 2215	DECMAAT Complete															
COA Approval		From 1 Jan 2300	To 1 Jan 2315	Decision Brief Slides Complete		Decision Brief Rehearsal		WARNO 3		2 Jan 0230									
OPORD Production		From 2 Jan 0001	To 2 Jan 0400	WFF Final Products Complete		OPORD Compiled		OPORD Brief Slides Complete		OPORD Brief Rehearsal		OPORD Brief							
Rehearsals		From 2 Jan 0600	To 3 Jan 1400	Backbriefs Complete		Terrain Model Complete		CAR Rehearsal		CAR		Support Rehearsal		Battle Drills/OP Rehearsal		1 Jan 1000		1 Jan 1400	





# Mission Analysis (cont.)

## Some Tools That May Help

Unit Planning Timeline Chart

Start	End	Action / Deliverable	Who
DAY 1 (1 Jan 2012)			
0430	0530	Receive OPORD Brief from HHO	CDR, S-3, S-2, FSO
	0700	Initial Timeline Developed	XO
	0700	Receive Commander's Initial Planning Guidance	All
0630	0700	Determine Evaluation Criteria	CDR, XO, S-3
	0815	Reverse WFF worksheets to S-2	All
0830	0915	Initial Targeting Meeting	CDR, XO, S-2, S-3, FSO, IIA
0915	0945	Initial R&S Huddle	S-3, S-2, FSO
	0945	Mission Analysis Worksheets to S-3	All
	1000	WARNO 1 Produced and Distributed	S-3
0900	1000	Build MA Briefing Slide deck	S-3
1015	1055	Mission Analysis Brief Rehearsal	All
1100	1200	Mission Analysis Briefing	All
1200	1230	Generate Options Complete	CDR, XO, S-3
1230	1500	COA Development Tools Complete (Higher graphics, Unit Icons)	COA Tm 1 & 2
	1400	WARNO 2 Produced and Distributed	
	1500	COA Statement and COA Sketch and Brief Slides Complete	COA Tm 1 & 2
1515	1530	Rehearse COA Development Brief	All
1530	1600	COA Development Brief	All
1600	1615	Gather Tools and prepare COA Analysis site	S-3
1630	2030	Execute COA Analysis of COA 1 (Attack)	All
2030	2215	Execute COA Analysis of COA 2 (Attack)	All
	2215	DECMAT Complete	All
	2300	WFF Draft OPORD Products Complete	All
	2300	WFF Decision Briefing Slides Complete and Sent to S-3	All
2315	2330	Rehearse COA Decision Brief	All
2330	2400	COA Decision Brief	All
DAY 2 (2 Jan 2012)			
0001	0245	Execute Orders Production	All
	0230	WARNO 3 Proceed and Disseminated	S-3
	0245	OPORD Compiled	All
	0245	ANNEXes Complete	All
	0245	Operations Graphics Complete	All
	0300	OPORD Brief Slides Complete	All
	0300	OPORD Complete with Graphics	All
0315	0400	Rehearse OPORD Brief	All Staff
0400	0600	OPORD Brief to Subordinate elements	All
0600	0730	BN CDR Backbrief Rehearsal	CDRs, Staff
DAY 3 (3 Jan 2012)			
0700	0900	Build Terrain Model	All
	0900	Terrain Model Complete	All
1000	1100	Combined Arms Rehearsal (Rehearsal)	All
1100	1300	CAR	All
1300	1400	Support Rehearsal	XO, S-1, S-4, FSC Commander
1400	UTC	Battle Drill / SOP Rehearsals	All
1700	1800	Units move from Aas to Attack Positions	Sub units
1800		Units cross LD	Sub Units

	Receipt of Mission Tasks
	Mission Analysis Tasks
	COA Development Tasks
	COA Analysis Tasks
	COA Comparison Tasks
	COA Approval Tasks
	Orders Production Tasks
	Preparation Tasks / Rehearsal Schedule



## Mission Analysis (cont.)

### Some Tools That May Help

Mission Analysis Worksheet (Page 1)

<b>Mission Analysis Worksheet</b> ATTP 5-0.1 <i>Commander and Staff Officer Guide</i> , (September 2011)		
Staff Section: _____	Prepared by: _____	DTG: _____
<ul style="list-style-type: none"><li>• Analyze the Higher Headquarters' Plan or Order<ul style="list-style-type: none"><li>• The higher headquarters' -<ul style="list-style-type: none"><li>⇒ Commander's intent: _____ _____ _____</li><li>⇒ Mission: _____ _____ _____</li><li>⇒ Concept of Operations: _____ _____ _____</li><li>⇒ Available assets: _____ _____ _____</li><li>⇒ The missions of adjacent, supporting, and supported units and their relationships to the higher headquarters' plan: _____ _____ _____</li><li>⇒ The missions of interagency, intergovernmental, and nongovernmental organizations that work in the operational areas: _____ _____ _____</li><li>⇒ Their assigned area of operations: _____ _____ _____</li></ul></li></ul></li></ul>		

## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 2)

- Perform Initial IPB (FM 2-01.3 *Intelligence Preparation of the Battlefield* October 2009)
- Operational Environment: (Operational and Mission Variables, ADP 3-0 pg 2)**
- ⇒ Operational Variables = PMESII-PT
  - ⇒ Mission Variables = METT-TC (Civil Considerations = ASCOPE)

1. Define the Operational Environment: Identifies for further analysis specific features of the environment or activities within it and the physical space they exist that may influence available courses of action (COAs) or the commander's decision. Efforts are focused on the areas and characteristics of the operational environment that will influence the command's mission. (Chapter 2 FM 2-01.3).

- Identify significant characteristics of the environment:
  - ⇒ Identify which threat forces are anticipated to be in the operational environment:
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
  - ⇒ Analysis of terrain characteristics to develop the military aspects of terrain (OAKOC), examples:
    - ◆ Hydrological data.
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
    - ◆ Elevation data.
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
    - ◆ Soil composition.
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
    - ◆ Vegetation.
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
- Identify the limits of the command's area of operation.
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
- Establish the limits of the command's area of influence and area of interest.
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_

## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 3)

- Evaluate existing databases and identify intelligence gaps.

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- Initiate collection of information required to complete IPB.

2. Describe environmental effects on operations. (Chapter 3, FM 2-01.3 for detailed information)

- Terrain analysis (OAKOC):

⇒ Observation and fields of fire.

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⇒ Avenues of approach.

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⇒ Key and decisive terrain.

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⇒ Obstacles.

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⇒ Cover and Concealment.

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- Weather Analysis (Military considerations for weather analysis):

⇒ Atmospheric Environment

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## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 4)

⇒ Atmospheric Environment.

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⇒ Maritime Environment.

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⇒ Terrestrial Environment.

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⇒ Space Environment.

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- Weather Analysis (Military aspects of weather):

⇒ Visibility.

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⇒ Wind.

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⇒ Precipitation.

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⇒ Cloud cover.

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⇒ Temperature.

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⇒ Humidity.

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# Mission Analysis (cont.)

## Some Tools That May Help

### Mission Analysis Worksheet (Page 5)

⇒ **Meteorological and oceanographic (METOC) standards for operational consideration.**

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⇒ **Additional weather considerations.**

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• **Civil considerations: ASCOPE**

⇒ **Areas:** political boundaries, districts, location of government centers, social, political, religious, or criminal enclaves, trade routes, agricultural/mining regions, temp settlement of dislocated civilians or other civil functions.

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⇒ **Structures:** bridges, power plants, communication towers, dams, churches, mosques, schools, hospitals, jails, warehouses, TV/radio stations, toxic industrial material locations.

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⇒ **Capabilities:** required to save, sustain, or enhance life, public administration, public safety, emergency services, food, public works, utilities, health, resources as interpreters, laundry services, construction materials and equipment.

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⇒ **Organizations:** nonmilitary groups or institutions in AO – church groups, fraternal, patriotic or service organizations, labor unions, criminal organizations, and community watch groups. NGOs and multinational corporations.

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⇒ **People:** nonmilitary personnel – civilians within an AO as well as outside the AO whose actions, opinions, or political influence can effect the mission.

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## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 6)

⇒ **Events:** National and religious holidays, agriculture crop/livestock and market cycles, elections, civil disturbances, and celebrations. Disasters from natural, manmade, or technological sources, military deployments, redeployments, or paydays.

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- Describe the environmental effects on operations and threat/adversary and friendly courses of action/describe the battlespace effects on operations and threat/adversary and friendly capabilities and courses of action (Chapter 3, page 3-20 FM 2-01.3).

3. Evaluate the threat (Chapter 4 FM 2-01.3 for detailed information).

- Update or create threat models.
  - ⇒ Convert threat doctrine or patterns of operations to graphics.

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⇒ Describe the threat's tactics and operations.

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⇒ Identify high-value targets (HVT) and high-payoff targets (HPT) (see next page for HVT considerations).

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4. Determine threat courses of action (Chapter 5 FM 2-01.3 for detailed information)

- Identify the threat's likely objectives and desired end state.

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- Identify the full set of COAs available to the threat.

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- Develop each COA in amount of detail required and as time allows.

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## Mission Analysis (cont.)

### Some Tools That May Help

Mission Analysis Worksheet (Page 7)

- Identify initial collection requirements (event template, event matrix, and initial R&S plan.

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**High Value Target (HVT):** a target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest (JP 3-09) The following techniques may be useful:

- Identify assets that are key to executing the primary threat operation or sequels.

⇒ Command, control, and communications.

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⇒ Fire support.

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⇒ Maneuver.

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⇒ Air Defense / Radar.

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⇒ Engineers.

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⇒ Information collection capabilities.

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⇒ CBRN capabilities.

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⇒ Radio electronics or electronic warfare capabilities.

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⇒ Logistic capabilities (fuel).

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⇒ Logistic capabilities (ammunition with storage sites).

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⇒ Logistic capabilities (maintenance and repair).

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⇒ Logistic capabilities (lift).

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⇒ Lines of communications (LOCs).

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## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 8)

- Existing intelligence studies, evaluation of the database, patrol debriefs, and SALUTE reports.

- A review of threat's TTPs and previous operations.

- Understanding the threat's objectives, tasks, purpose, and intent.

- Consider the threat's ability to substitute other assets as well as branches and/or sequels.

















• Determine Specified, Implied, and Essential Tasks	Where found in OPORD	S	I	E	Task to:

• Review Available Assets and Identify Resource Shortfalls

## Mission Analysis (cont.)

### Some Tools That May Help

Mission Analysis Worksheet (Page 9)

Combat Power / Personnel Status		Combat Power / Personnel Status	
 Team _____ _____ _____	Overall strength % _____ Critical shortages: _____	 _____ _____ _____	Overall strength % _____ Critical shortages: _____
 Team _____ _____ _____		 _____ _____ _____	
 Team _____ _____ _____		 _____ _____ _____	
 Team _____ _____ _____		 _____ _____ _____	
 _____ _____ _____		 _____ _____ _____	
 Man			
			
			

Modify above chart to fit your task organization

<ul style="list-style-type: none"> <li>Determine constraints (restrictions placed on a command by a higher command - generally things within the order that specify what the unit “must” do or “can’t” do).</li> </ul>	Where found in OPORD

## Mission Analysis (cont.)

### Some Tools That May Help

Mission Analysis Worksheet (Page 10)

<ul style="list-style-type: none"> <li>• Identify Critical Facts and Develop Assumptions</li> </ul>	Where found in OPORD		
<ul style="list-style-type: none"> <li>• Begin Composite Risk Assessment: Consider elements of METT-TC (See FM 5-19 <i>Composite Risk Management</i>)</li> </ul>			
<ul style="list-style-type: none"> <li>• Develop Initial Commander's Critical Information Requirements (CCIR) and Essential Elements of Friendly Information (EEFI)</li> </ul>	IR	PIR	FFIR

## Mission Analysis (cont.)

### Some Tools That May Help

Mission Analysis Worksheet (Page 11)

Essential Elements of Friendly Information (EEFI)

- **Develop Initial Reconnaissance and Surveillance Synchronization Tools**
  - ⇒ Identify requirements and intelligence gaps.  
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\_\_\_\_\_  
\_\_\_\_\_
  - ⇒ Evaluate available assets (internal and external) to collect information.  
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\_\_\_\_\_  
\_\_\_\_\_
  - ⇒ Determine gaps in the use of those assets.  
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\_\_\_\_\_  
\_\_\_\_\_
  - ⇒ Recommend those reconnaissance and surveillance assets controlled by the organization to collect on the IRs.  
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\_\_\_\_\_  
\_\_\_\_\_
  - ⇒ Submit requests for information (RFIs) for adjacent and higher collection support.  
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\_\_\_\_\_  
\_\_\_\_\_
  - ⇒ Submit information gathered during R&S synchronization to the S-3 for integration and development of the Reconnaissance and Surveillance Plan.  
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\_\_\_\_\_  
\_\_\_\_\_

## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 12)

- **Develop Initial Reconnaissance and Surveillance Plan**

- ⇒ **Develop the initial reconnaissance and surveillance scheme of support.**

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- ⇒ **Develop the initial reconnaissance and surveillance tasking matrix.**

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- ⇒ **Develop the initial reconnaissance and surveillance overlay.**

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- ⇒ **Issue the initial collection order (WARNO, OPORD, or FRAGO).**

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- **Update plan for the use of available time (mission execution and planning time).**

- ⇒ **Subject, time, and location of the briefings the commander requires.**

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- ⇒ **Times of collaborative planning sessions and the medium over which they will take place.**

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- ⇒ **Times, locations, and forms of rehearsals.**

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- **Develop initial themes and messages.**

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## Mission Analysis (cont.)

### Some Tools That May Help

#### Mission Analysis Worksheet (Page 13)

The commander, staff, and other partners develop the problem statement as part of design. During mission analysis, the commander and staff review the problem statement and revise it as necessary based on the increased understanding of the situation. If design activities do not precede mission analysis, then the commander and staff develop a problem statement prior to moving to COA development.

- Develop a proposed problem statement.

- ⇒ Compare the current situation to the desired end state.

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- ⇒ Brainstorm and list issues that impede the commander from achieving the desired end state.

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- ⇒ Develop a proposed problem statement ( a statement of the problem to be solved) for the commander's approval.

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- **Develop a Proposed Mission Statement :** A mission statement is a short sentence or paragraph that describes the organization's essential task (or tasks) and purpose – a clear statement of the action to be taken and the reason for doing so. The mission statement contains the elements of who, what, when, where, and why, but seldom specifies how. The mission statement includes all “on order” missions but not “be prepared” missions (JP 5-0).

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- Present the Mission Analysis Briefing.

- Develop and issue commander's intent. (Refer to commander's running estimate worksheet earlier in the publication)

- Develop and issue initial planning guidance. ((Refer to commander's running estimate worksheet earlier in the publication as well as table 4-1, ATTP 5-0.1)



## Mission Analysis (cont.)

### Some Tools That May Help

Mission Analysis Worksheet (Page 14)

<ul style="list-style-type: none"> <li>Develop Course of Action Evaluation Criteria</li> </ul>			
Evaluation Criteria	Proposed Weighting (Does not have to be done)	Proposed Metric	Definition of success (More is better; less than 2 is good, etc.)

- Issue a Warning Order (to include at a minimum):
  - ⇒ The approved mission statement.
  - ⇒ The commander's intent.
  - ⇒ Changes to Task Organization.
  - ⇒ The unit AO (include a sketch, overlay, or other description).
  - ⇒ CCIR and EEFL.
  - ⇒ Initial risk guidance.
  - ⇒ Priorities by warfighting function.
  - ⇒ Military deception guidance.
  - ⇒ Essential stability tasks.
  - ⇒ Specific priorities.





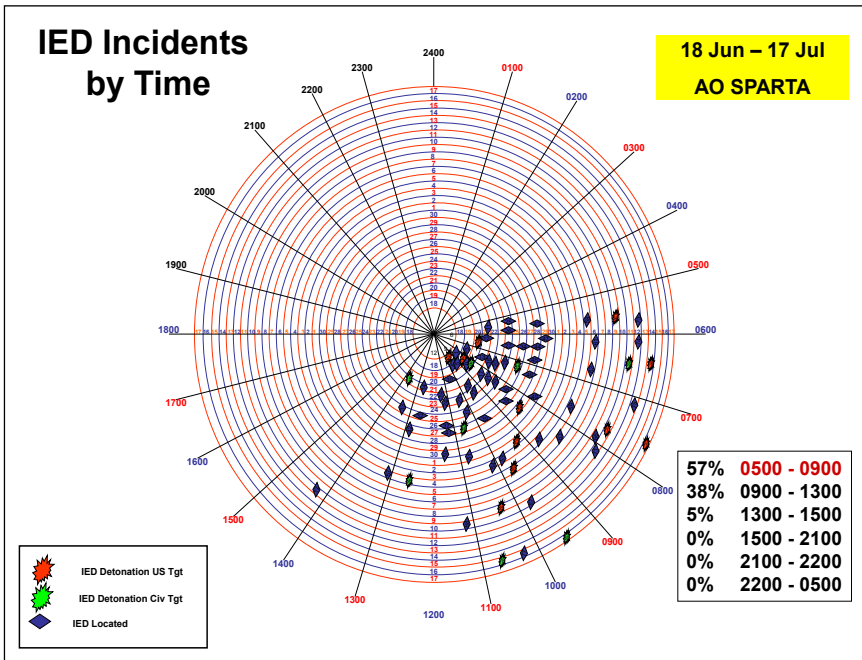
## Mission Analysis (cont.)

### Some Tools That May Help

#### Pattern Analysis Wheel (Radial Graph)

By separating events and depicting them on their own pattern analysis wheel, specific patterns emerge. In this example, all of the IEDs identified, as well as those detonated, occurred during hours of daylight, specifically between the hours of 0500 and 1500 with 95 % occurring between 0500 and 1300 hours. The analysis associated with this sends two very distinct messages. First, the friendly force night observation capability is such that insurgents will not risk emplacement nor detonation during hours of darkness, and, second, the greater density of vehicles and better IED detection capabilities afforded during daylight hours aids in detection, but also creates a greater number of targets for insurgents. The lack of night vision device (NVD) parity is mitigated during daylight hours allowing insurgents to operate with less signature.

#### Sample Pattern Analysis Plot Sheets (Wheel)





## **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 terminologist)  
**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 PSYOP)  
**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

## 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

**Mission Training Complex - Fort Leavenworth**

## Glossary

**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 (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

**Mission Training Complex - Fort Leavenworth**

## Glossary

**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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## Glossary

-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